

Purchasing Week

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Hot Tire Market Comes to Boil As Nylon Dips

New York—The hotly competitive tire cord market came to a boil again last week when nylon tire yarn producers all but wiped out their price differential over rayon.

Du Pont was the first to announce substantial price cuts on 840 denier nylon yarn used in passenger car tires and 1680 denier yarn used mainly in truck tires. Chemstrand Corp., the only other major producer in the field, quickly followed with similar reductions.

The move set the stage for another drive by nylon on the original equipment tire market in Detroit—a \$275 million annual bonanza.

The price cuts range from 9-14¢ a lb. or 8-11% (see Price Changes for P.A.'s p. 41).

While rayon-derived yarns, popularly known as Tyrex, sell for 66¢ a lb., there is less nylon used in a tire, thereby bringing the cost down to competitive levels. Du Pont claims that one pound of nylon does the work of 1.7 lb. of rayon.

A spokesman for the Goodyear Tire & Rubber Co. in Akron declared that the differential between nylon and Tyrex yarn will now be "very thin, if any at all."

Du Pont said the price cuts "reflect Du Pont's increased productivity and improved technology in yarn manufacture." Chemstrand offered no reason for the reductions which came as a complete surprise to rayon tire cord producers.

"I must admit the move caught (Turn to page 4, Column 3)

Sly Reds Manipulate Natural Rubber Sales; Force Up World Tags

Akron—Rubber is riding a Russian roller-coaster. It's the latest commodity to fall under the influence of sharp Red trading.

Current rises in natural rubber tags are directly traceable to heavy Soviet buying activity that has increased over-all world demand, put a squeeze on the availability of tree rubber.

Officials here see little hope of price relief—unless cagey Ivan cuts back his purchase volume. So far there is little indication that he will do any such thing.

Peak natural rubber costs can jack up truck tire prices in the not too distant future. These big tires require a high percentage of natural rubber.

Passenger tires, on the other hand, probably won't be affected by higher tree rubber quotations. That's because they're made primarily from synthetic rubber.

Red buying, of course, is not the only factor behind rubber's (Turn to page 41, column 3)

Fair Trade Is Dead

Washington—Fair Trade legislation hasn't any chance for approval by Congress this year. In the Senate, a commerce subcommittee held hearings on the controversial matter and then announced there would be no further action this session. In the House, similar legislation was cleared by the House Commerce Committee but is stalled in the House Rules Committee.

Buying Teacher Calls for More Training Grants

Milwaukee—A well-known Wisconsin educator believes that purchasing education can best be enhanced by offering those who teach the buying function "a chance to acquire some practical experience."

Dr. Isadore V. Fine, associate professor of commerce at the University of Wisconsin, said the purchasing groups could pave the road to this goal by offering more fellowships in purchasing to eligible applicants.

Dr. Fine spoke from first hand experience. He spent six weeks this summer at Allis-Chalmers Mfg. Co. as the recipient of the Industrial Purchasing Fellowship of the Milwaukee Association of Purchasing Agents.

The fellowship is awarded to a commerce professor or instructor in a Wisconsin college or university for the purpose of acquainting the winner with the practical application of purchasing and with the hope that his experience will enhance the theories presented in the classroom involving purchasing.

"These six weeks were well worth the while," Dr. Fine told PURCHASING WEEK, "and now I am more convinced than ever that more fellowships in purchasing should be set up so as to overcome the lack of practical experience among faculty members teaching purchasing."

The six weeks included visits (Turn to page 6, column 1)

Aerojet Zeros in on Small Firms

Sacramento, Calif.—One of the nation's leading missile and space equipment contractors has created a new executive post devoted exclusively to stimulating more business for small business.

The Aerojet-General Corp. here has picked T. L. Fox to be company "coordinator for small business and distressed labor areas." Fox is a former small business specialist for the Office of Naval Material. His new job has two principal aims:

- Indoctrinating the company's own people on Aerojet policy of devoting as much purchase activity as possible to small businesses.

- Pinpointing distressed areas

Purchasing Men Want No Intervention; Applaud Steel Industry's Firm Stand

New York—Purchasing executives across the nation say:

- The Federal government should stay out of the steel strike negotiations.
- The steel industry should hold out against labor so that the continuing wage-price spiral can be stopped where it is.
- No wage increase should be granted even if prices are held in check.
- Pro-tem steel scarcity is better than an inflationary steel settlement.

More than 80% of the purchasing agents responding to a PURCHASING WEEK mail survey and



SECRETARY MITCHELL stands firm behind impartial report; quells all hope for quick settlement.

International Harvester, Caterpillar Nudge Into Diesel Truck Market

Chicago—Two major additions are about to be made to the list of makers of highway diesel engines.

Both Caterpillar Tractor Co. and International Harvester Co. are getting ready to take the wraps off newly designed diesel engines aimed at the over-the-road truck market.

Caterpillar is a long-time maker of diesel engines—but strictly for its own construction equipment. I.H.C. has been buying most of its diesel needs from the Cummins Engine Co. It is already in the highway truck and tractor business, but with gasoline engines.

Caterpillar, on the other hand, is rumored to be dickering for Mack Trucks, Inc. This would give it a vehicle for its new en- (Turn to page 41, column 4)

those queried by this newspaper's correspondents in major cities voiced strong opposition to government intervention in the strike, now in its sixth week.

Their overwhelming vote of confidence in the steel industry's

For labor's stand, see p. 42

stand came in the face of Labor Secretary Mitchell's gloomy disclosure of facts and figures blocking a contract settlement.

Mitchell's report, covering steel wages, prices, productivity, profits, and a few related matters, chilled the likelihood of a quick agreement. It indicated, instead, that a long, hard bargaining period still lay ahead.

Washington sources pointed out, however, that preparation of the report was a first step toward government intervention, as it furnished the background on which to make a settlement.

"Any government intervention would automatically be in favor of the union," declared the purchasing director of an Ohio machine tool firm, "and that's the worst thing that could happen. A settlement under these conditions would have to be inflationary."

That was typical of the comments received from purchasing agents in various industries, even (Turn to page 42, column 1)

Strikes Stymieing Copper and Lead; Mills Are 75% Idle

New York—More than 75% of the nation's copper production and 50% of the lead production ground to a halt last week as union strike deadlines passed without a break in contract talks.

The Union of Mine, Mill, & Smelter Workers struck Anaconda Co.'s major copper facilities in Montana and Utah, and shut down Phelps-Dodge operations in Texas and Arizona. With Kennecott Copper and Magma Copper plants already idle, U. S. copper production losses will amount to about 73,000 tons per month.

Mine-Mill Workers also shut down operations at American Smelting & Refining, the nation's largest lead producer (accounting for about 400,000 tons annually). Zinc production also was affected with the walkout at Anaconda.

Copper futures on the New York Commodity Exchange and the London Metal Exchange made broad advances as the strikes continued to spread. In- (Turn to page 42, column 4)

August 24-30

Purchasing Perspective

Management's Heavy Artillery Booms Out

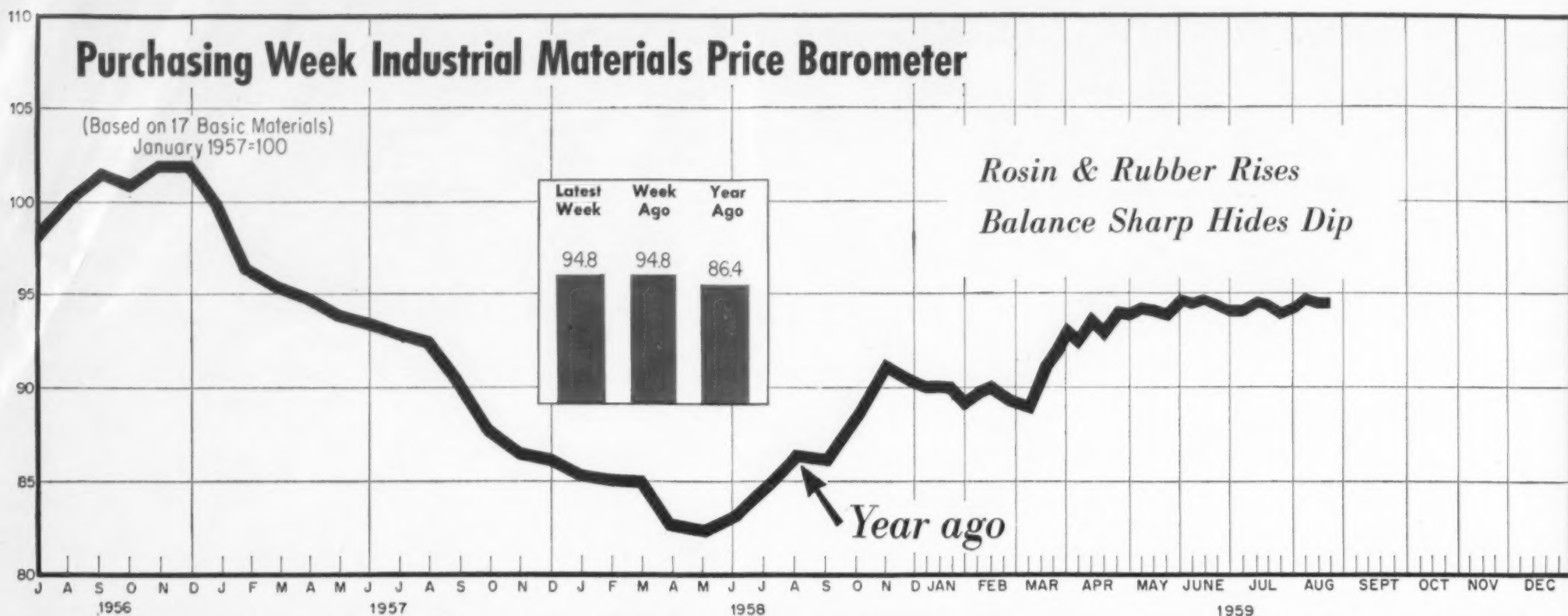
The steel industry's "Chinese Wall" against another wage-price onslaught (now firmly supported by copper and aluminum) got more bolstering this week from purchasing executives in varied companies across the land.

If further evidence were needed of management's vigilant stand against labor wage demands this year, the comments drawn from PURCHASING WEEK's steel survey more than fit the bill (see story above). When men responsible for keeping their companies' production lines rolling are willing to stand up and shout, "To Hell with government intervention—let labor concede," then you can bet your inflationary dollar that the wall still stands impregnable.

• • •

There can be no doubt now that 1959 is the year of decision in the labor-management field. Purchasing men know full well which way the decision must go if inflation is to be stymied.

The facts on the current steel deadlock, as assembled by Labor Secretary Mitchell (see p. 42), disclose no magic formula by which the dispute might be settled. But his report, crammed into 36 pages of charts and statistics, contains some advice the public may decide can be used to compel an agreement and put the (Turn to page 41, column 1)



This index was designed by the McGraw-Hill Department of Economics to serve as an overall sensitive barometer of movements in industrial raw

material prices. The index is not intended to give price movements of specific commodities. The items used are important only in that, together, they re-

fect the current general market trend in sensitive industrials. Weekly prices for most of the items covered are published in "Commodity Prices" below.

This Week's Commodity Prices

| | Aug. 19 | Aug. 12 | Year Ago | % Yrly Change |
|--|---------|---------|----------|---------------|
| METALS | | | | |
| Pig iron, Bessemer, Pitts., gross ton | 67.00 | 67.00 | 67.00 | 0 |
| Pig iron, basic, valley, gross ton | 66.00 | 66.00 | 66.00 | 0 |
| Steel, billets, Pitts., net ton | 80.00 | 80.00 | 80.00 | 0 |
| Steel, structural shapes, Pitts., cwt | 5.50 | 5.50 | 5.50 | 0 |
| Steel, structural shapes, Los Angeles, cwt | 6.20 | 6.20 | 5.975 | + 3.8 |
| Steel, bars, del., Phila., cwt | 5.975 | 5.975 | 5.975 | 0 |
| Steel, bars, Pitts., cwt | 5.675 | 5.675 | 5.675 | 0 |
| Steel, plates, Chicago, cwt | 5.30 | 5.30 | 5.30 | 0 |
| Steel scrap, #1 heavy, del. Pitts., gross ton | 38.00 | 38.00 | 42.50 | -10.6 |
| Steel scrap, #1 heavy, del. Cleve., gross ton | 38.00 | 38.00 | 40.00 | -5.0 |
| Steel scrap, #1 heavy, del. Chicago, gross ton | 36.00 | 36.00 | 43.50 | -17.2 |
| Aluminum, pig, lb | .247 | .247 | .247 | 0 |
| Secondary aluminum, #380 lb | .238 | .238 | .218 | + 9.2 |
| Copper, electrolytic, wire bars, refinery, lb | .296 | .296 | .253 | +17.0 |
| Copper scrap, #2, smelters price, lb | .243 | .245 | .213 | +14.1 |
| Lead, common, N.Y., lb | .12 | .12 | .108 | +11.1 |
| Nickel, electrolytic, producers, lb | .74 | .74 | .74 | 0 |
| Nickel, electrolytic, dealers, lb | .74 | .74 | .74 | 0 |
| Tin, Straits, N.Y., lb | 1.024 | 1.018 | .945 | + 8.4 |
| Zinc, Prime West, East St. Louis, lb | .11 | .11 | .10 | +10.0 |
| FUELS | | | | |
| Fuel oil #6 or Bunker C, Gulf, bbl | 2.00 | 2.00 | 2.25 | -11.1 |
| Fuel oil #6 or Bunker C, N.Y. barge, bbl | 2.37 | 2.37 | 2.57 | -7.8 |
| Heavy fuel, PS 400, Los Angeles, rack, bbl | 2.15 | 2.15 | 2.50 | -14.0 |
| LP-Gas, Propane, Okla. tank cars, gal | .04 | .04 | .05 | -20.0 |
| Gasoline, 91 oct. reg. Chicago, tank car, gal | .12 | .12 | .125 | -4.0 |
| Gasoline, 84 oct. reg. Los Angeles, rack, gal | .105 | .108 | .12 | -12.5 |
| Coal, bituminous, slack, ton | 5.25 | 5.25 | 5.75 | -8.7 |
| Coke, Connellsville, furnace, ton | 15.00 | 15.00 | 15.25 | -1.6 |
| CHEMICALS | | | | |
| Ammonia, anhydros, refrigeration, tanks, ton | 84.00 | 84.00* | 82.50 | + 1.8 |
| Benzene, petroleum, tanks, Houston, gal | .31 | .31 | .31 | 0 |
| Caustic soda, 76% solid, drums, carlots, cwt | 4.80 | 4.80 | 4.80 | 0 |
| Coconut, oil, inedible, crude, tanks, N.Y. lb | .18 | .18 | .151 | +19.2 |
| Glycerine, synthetic, tanks, lb | .278 | .278 | .278 | 0 |
| Linseed oil, raw, in drums, carlots, lb | .16 | .16 | .173 | -7.5 |
| Phthalic anhydride, tanks, lb | .165 | .165 | .205 | -19.5 |
| Polyethylene resin, high pressure molding, carlots, lb | .35 | .35 | .325 | + 7.7 |
| Rosin, W.G. grade, carlots, f.o.b. N.Y. cwt | 10.40 | 9.85 | 9.70 | + 7.2 |
| Shellac, T.N., N.Y. lb | .31 | .31 | .31 | 0 |
| Soda ash, 58%, light, carlots, cwt | 1.55 | 1.55 | 1.55 | 0 |
| Sulfur, crude, bulk, long ton | 23.50 | 23.50 | 23.50 | 0 |
| Sulfuric acid, 66% commercial, tanks, ton | 22.35 | 22.35 | 22.35 | 0 |
| Tallow, inedible, fancy, tank cars, N.Y. lb | .068 | .068 | .084 | -19.1 |
| Titanium dioxide, anatase, reg. carlots, lb | .255 | .255 | .255 | 0 |
| PAPER | | | | |
| Book paper, A grade, Eng finish, Untrimmed, carlots, CWT | 17.20 | 17.20 | 17.00 | + 1.2 |
| Bond paper, #1 sulfite, water marked 20 lb, carton lots, CWT | 25.20 | 25.20 | 24.20 | + 4.1 |
| Chipboard, del. N.Y., carlots, ton | 95.00 | 95.00 | 100.00 | -5.0 |
| Wrapping paper, std, Kraft, basis wt. 50 lb rolls | 9.00 | 9.00 | 9.00 | 0 |
| Gummed sealing tape, #2, 60 lb basis, 600 ft bundle | 6.30 | 6.30 | 6.40 | -1.6 |
| Old corrugated boxes, dealers, Chicago, ton | 21.00 | 21.00 | 19.00 | +10.5 |
| BUILDING MATERIALS | | | | |
| Brick, del. N.Y., 1000 | 41.25 | 41.25 | 41.25 | 0 |
| Cement, Portland, bulk, fob N.Y., bbl | 4.18 | 4.18 | 4.26 | -1.9 |
| Glass, window, single B, 40" bracket, box, fob N.Y. | 7.90 | 7.90 | 7.00 | +12.9 |
| Southern pine lumber, 2x4, s4s, trucklots, fob N.Y., mftbm | 129.00 | 129.00 | 125.00 | + 3.2 |
| Douglas fir lumber, 2x4, s4s, carlots, fob Chicago, mftbm | 145.00 | 146.00 | 129.00 | +12.4 |
| TEXTILES | | | | |
| Burlap, 10 oz, 40", N.Y. yd | .10 | .10 | .108 | -7.4 |
| Cotton, middling, 1", N.Y., lb | .331 | .319 | .364 | -9.1 |
| Printcloth, 39", 80x80, N.Y., spot, yd | .195 | .195 | .177 | +10.2 |
| Rayon twill, 40 1/2", 92 x 62, yd, N. Y. | .26 | .26 | .23 | +13.0 |
| Wool tops, N.Y. lb | 1.725 | 1.72 | 1.56 | +10.6 |
| HIDES AND RUBBER | | | | |
| Hides, cow, light native, packers, Chicago, lb. | .282 | .30 | .162 | +74.1 |
| Rubber, #1 std ribbed smoked sheets, N. Y., lb | .392 | .37 | .285 | +37.5 |

* Revised

August 24-30

Price Perspective

A Large Gap Changes the Tune

Rough balance of pro-and anti-inflationary forces will tend to keep prices in check for the immediate future.

Despite the possibility of some small steel price boosts by year end—and the continuing improvement in business demand—there's little likelihood of any sharp general price boost.

It's one of the few times in our post-war history that we can look forward to peak production and sales without an attending price rise.

But that's not to say that the fuel for a renewed inflationary push isn't around. Nothing could be further from the truth. No matter where you look you can see the seeds of inflation.

For example, you can't ignore the still potent wage-cost squeeze, continuing record government outlays, and the still-increasing money supply. Given the proper climate, all these could change stability into sharply rising prices.

Nevertheless, there seems to be enough anti-inflationary force to keep these upward pushing factors under wraps within the next few months.

Current price behavior would certainly bear this out.

Despite scare buying and booming business demand, PURCHASING WEEK'S Industrial Wholesale Price Index has remained practically unchanged over the past few months. It has been hovering very close to the 103 level (Jan. 1957 equals 100) since May—varying less than 0.2% over that span.

And preliminary August date indicates very little change.

Thus, in a period of three months—when production was at record levels—average industrial prices remained practically level.

No matter how you want to look at this, it's hardly a sign of imminent inflation.

Top government officials also are coming around to a more optimistic viewpoint as far as holding the price line is concerned.

This is typified by the apparent shift in the thinking of the Cabinet Committee on Price Stability for Economic Growth.

Only eight weeks ago this group headed by Vice President Nixon viewed inflation as a serious threat to the current recovery—and said so in its report of June 28.

But not so today. True, they're still worried about rises over the longer run. They've completely shifted as far as late '59 and early '60 are concerned—and now look for general stability.

This is another excellent indicator of the evolving price picture. When top economists and price experts change their minds, you can be pretty well sure it's based on solid facts and information.

More than ample supplies—particularly of raw materials—is perhaps one of the most important factors behind this stable outlook.

Again a few pertinent statistics tell the whole story:

Capacity of major industrial materials at the beginning of the year was estimated at 183 (1947-49 equals 100). It's now probably close to 190.

Compare this to the latest production figures. Output of the same major materials in May and June—during the height of the "hedge buying season"—was only 160 (1947-49 equals 100).

Thus, even in times of abnormal demand (such as last spring), there was a big 30 point index gap between output and capacity.

A gap that wide can only mean that supply generally exceeds demand. And that's hardly the proper climate for an inflationary push.

Capital Goods Purchases Continue to Creep Up

Rising Trend to Continue into 1960 Although
Not All Industries Will Share Order Boosts

New York—Capital goods purchases by U. S. industry will continue to edge up through the rest of the year. Moreover, the rising trend will carry into the beginning of 1960.

These are major findings of McGraw-Hill's latest quarterly survey of new orders for machinery.

Although second-quarter 1960 orders will ease a bit from these levels, (see chart) a continued uptrend in business easily could persuade many firms to revise their estimates, upwards.

6% Above Estimates

That's exactly what has been happening over the past few months. The latest survey, for example, calls for 6% greater outlays in 1959 than was anticipated back in January of this year. This latest survey indicates that U. S. industry now anticipates full-year 1959 new orders at 177% of the 1950 average. That's 27% above 1958.

A detailed look at the survey results, however, indicates that not all industries are expected to share equally in the forthcoming boost in new machinery orders. The key metalworking area of the economy is currently in the midst of a sharp drop in new orders.

But this is no cause for alarm since this is the usual seasonal pattern. Note in the chart the sharp boost expected in the six months following the decline.

Nevertheless, it can't be denied that the third-quarter dips are far from being evenly distributed.

Metalworking Hit Hard

Metalworking machinery, leading the pack, will dip some 20% in the third quarter. Orders for construction and mining machinery are expected to drop 11%, and office machinery bookings will decline some 9% from the levels reached in the second quarter of the year. On the other hand, third quarter order decline from pump and compressor, and engine and turbine producers will be under 7%.

For the longer run, most major industrial groups look for successive quarterly boosts in orders for both the last quarter of this year and the first quarter of next year. The jump from the last three months of this year to the first quarter of next year for all industry will be over 5% on an unadjusted basis.

Construction High

Biggest order gainers for the first three months of next year are: construction and mining machinery—10%, engines and turbines—6%, and pumps and compressors—5%. Office machinery orders, however, are expected to buck the general trend in the first quarter of next year by declining some 6% below the level reported in the last three months of 1959.

Although total new business for machinery manufacturers is expected to decline in the second quarter of 1960, four major industrial groups anticipate a slightly higher volume of new orders in that quarter than they received in the same quarter of

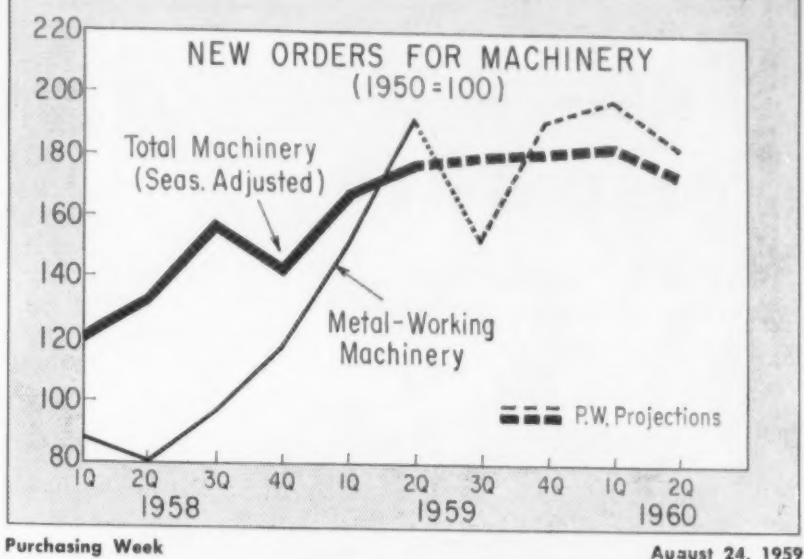
this year. The gains expected range from only 2% for construction and mining machinery to 4% for engines and turbines and 5% for pumps and compressors and office machinery.

Builders of metalworking machinery, however, anticipate a year-to-year decline in new business of 4% during that same period.

Boost in new orders for ma-

chinery so far this year check well with latest figures on machine tools bookings, both showing good gains. Total machine tool orders in the second quarter of 1959 were 22.6% above the first three months of the year. The six-month 1959 new order total ran better than 70% ahead of the year-ago level.

This compares to a metalworking machinery new order boost—as measured by the McGraw-Hill survey—of more than 100% during the same period.



Other Outstanding Shell Industrial Lubricants

Shell Rimula Oils—for heavy-duty diesel engines

Shell Talona R Oil 40—anti-wear crankcase oil for diesel locomotives

Shell Alvania Grease—multi-purpose industrial grease

Shell Turbo Oils—for utility, industrial and marine turbines

Shell Dromus Oils—soluble cutting oils for high-production metal working

Shell Macoma Oils—for extreme pressure industrial gear lubrication

Shell Voluta Oils—for high-speed quenching with maximum stability

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Washington Perspective

Labor: From Hot Words
To the Cold Sponge

Look for the Commerce Department's first reports on ways to improve the nation's transportation to start coming next fall.

The department's big transportation study finally is beginning to roll. The whole project had languished for months and was shuffled from desk to desk. The big problem was finding an impartial study director.

The President's first choice, railroad financier Armand G. Erpf, bowed out under heat from Democrats. The newly-appointed staff director, Prof. Ernest Williams of Columbia University, had no such trouble meeting the approval of congressmen.

Under Williams' directions, the first studies now are getting underway. Williams plans to have his initial findings ready in September and October. He hopes to wrap up his final recommendations to the President early next year so that Eisenhower can send them to Congress early in the session.

The spadework is being turned for possible tax cuts.

Chairman Wilbur Mills (D., Ark.) of the House Ways & Means Committee has slated exhaustive hearings this fall on all aspects of taxes. It will be the most comprehensive study made of the federal tax code since the 1953 overhaul led to tax reductions.

Mills is trying to broaden the tax base and remove inequalities so as to make room for a general reduction in rates. He's taking a close look at depreciation laws and fast tax-writeoffs with an eye to making changes long sought by business.

There's no assurance of any general tax cut next year. But there are certain to be election-year pressures for one.

President Eisenhower and his advisers are for a tax cut—but not before they can balance the budget and lower the debt.

One thing that might tip the balance more favorably is the rapidly rising business boom which would put more revenue into federal coffers than had been expected.

Best outlook now is not for a tax cut before 1961, however. Eisenhower would like to end his Administration with this as a capstone to his career in his final budget report to Congress.

Administration economists are looking for a whopping fourth quarter business performance . . . provided.

That provision is settlement of the steel strike. Concern is rising within Administration circles over the dent the strike could have if it is protracted into October.

That's one reason Eisenhower is having Labor Secretary Mitchell keep the pressure on steel negotiators.

The Commerce Department's latest sounding of the economy shows that Gross National Product leaped to an annual rate of \$484.5 billion in the second three months of this year, an increase of \$14.3 billion from the previous quarter. That's the biggest quarter-to-quarter jump since the turning point of the recession and puts G.N.P. rate more than \$50 billion above a year ago.

Commerce Secretary Mueller says he now anticipates that the boom will continue "for some time."

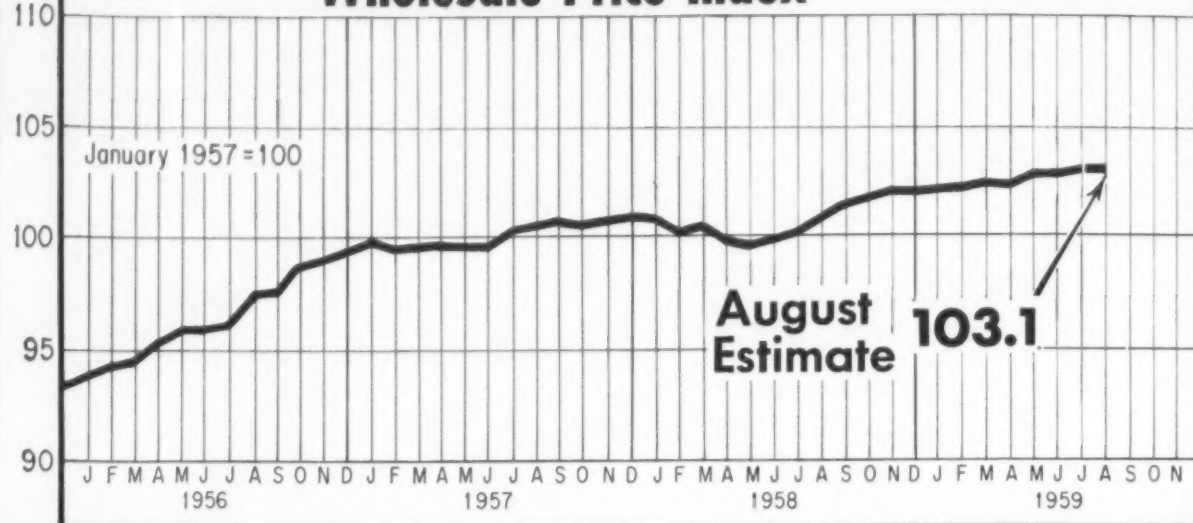
Labor leaders publicly threw in the sponge on labor reform before the issue was settled in Congress. By doing so, they almost assured passage of what they describe as "killer" legislation. A.F.L.-C.I.O. President Meany predicted Congress would approve a bill compromised between the House Landrum-Griffin and the Senate's Kennedy-Ervin reform bills. He did so even before House-Senate conferees tangled with the hot secondary boycott, picketing issues. Even Teamster President Hoffa talked defeat but claimed any reform law would hurt other unions more than his trucking union.

Weekly Production Records

| | Latest Week | Week Ago | Year Ago |
|--|----------------|-------------|-------------|
| Steel ingot, thous tons | 337 | 335* | 1,690 |
| Autos, units | 72,745 | 108,240* | 59,677 |
| Trucks, units | 11,861 | 11,200* | 12,976 |
| Crude runs, thous bbl, daily aver | 7,950 | 7,833 | 7,713 |
| Distillate fuel oil, thous bbl | 12,024 | 12,415 | 11,628 |
| Residual fuel oil, thous bbl | 5,973 | 6,153 | 6,897 |
| Gasoline, thous bbl | 29,077 | 28,167 | 27,577 |
| Petroleum refineries operating rate, % | 81.9 | 80.7 | 83.9 |
| Container board, tons | 167,505 | 171,447 | 150,247 |
| Boxboard, tons | 158,224 | 165,544 | 138,627 |
| Paper operating rate, % | 94.9 | 93.5* | 89.3 |
| Lumber, thous of board ft | 249,487 | 243,906 | 246,868 |
| Bituminous coal, daily aver thous tons | 1,140 | 1,198 | 1,328 |
| Electric power, million kilowatt hours | 13,648 | 13,675 | 12,851 |
| Eng const awards, mil \$ Eng News-Rec | 377.9 | 412.4 | 373.0 |

* Revised

Purchasing Week's Wholesale Price Index



Purchasing Week

AVERAGE WHOLESALE PRICES continued to fluctuate within a narrow range last month as Purchasing Week's Wholesale Price Index rose fractionally to 103.1 (Jan., 1957 equals 100). The index edged to a new high as incandescent lamp tags jumped

19% from the June level. Small July price boosts for raw stock lubricating oils and integrating and measuring equipment also contributed upward pressure on the total index. P.W. economists look for wholesale price stability at least through August.

Hot Tire Market Sizzles As Nylon Manufacturers Put the Knives to Prices

(Continued from page 1)

us off balance," said an official of American Viscose Corp., producer of Tyrex yarns. "We're now studying the situation to see what our next move will be. No one knows what will develop yet."

Both Du Pont and Chemstrand have been stepping up their drives to acquire a bigger slice of the original tire equipment market since early last year. A major effort came in the spring of 1958 when Chevrolet conducted a wide scale test of nylon tires (see P.W., May 5, '58, p. 1).

Chevy rejected nylon tires for its '59 model cars, however, explaining that nylon's tendency to "flat spot" was the main objection. Industry sources feel, however, that these substantial price reductions may well overcome flat spotting.

Ford Motor Co. told PURCHASING WEEK that it is now giving nylon tires more consideration. "We are giving the current situation a thorough going over," said a Ford official. Chrysler said it will still offer both nylon and rayon—as it has in the past—as original equipment.

Nylon has been steadily increasing its share of the replacement tire market. Du Pont currently holds 40% of the replacement passenger car market and Chemstrand also has a large chunk.

Now the door to the original equipment "bonanza" appears to have been wedged open and, as one large tire company executive put it, "Detroit certainly will take another look at nylon cord tires after these price cuts."

Diamond Alkali Facilities At Deer Park On-Stream

Cleveland—Diamond Alkali Co. has started operations at its new 20% chlorine-caustic soda plant at Deer Park, Texas. Initial operating rate is placed at 50% of capacity.

The new facility brings aggregate capacity of the Deer Park Works to a nominal 750 tons a day of chlorine with concurrent capacity of about 825 tons of caustic soda and 7.5 million cu. ft. of high purity hydrogen.

This Month's Industrial Wholesale Price Indexes

| Item | July 1959 | June 1959 | July 1958 | % Yrly Change |
|------------------------------|--------------|--------------|--------------|------------------|
| Cotton Broadwoven Goods... | 100.0 | 99.7 | 93.7 | + 6.7 |
| Manmade Fiber Textiles..... | 100.0 | 99.3 | 97.6 | + 2.5 |
| Leather | 134.6 | 136.2 | 103.8 | +29.7 |
| Gasoline | 94.1 | 94.0 | 96.2 | - 2.2 |
| Residual Fuel Oils | 73.2 | 73.2 | 77.4 | - 5.4 |
| Raw Stock Lubricating Oils.. | 97.5 | 96.7 | 96.7 | + .8 |
| Inorganic Chemicals | 102.5 | 102.5 | 102.0 | + .5 |
| Organic Chemicals | 99.4 | 99.2 | 98.4 | + 1.0 |
| Prepared Paint | 103.4 | 103.4 | 103.3 | + .1 |
| Tires & Tubes | 100.8 | 100.8 | 102.2 | - 1.4 |
| Rubber Belts & Belting..... | 103.8 | 103.8 | 99.3 | + 4.5 |
| Lumber Millwork | 107.0 | 106.7 | 98.9 | + 8.2 |
| Paperboard | 99.8 | 100.0 | 99.9 | - .1 |
| Paper Boxes & Shipping | | | | |
| Containers | 101.9 | 101.9 | 101.9 | 0 |
| Paper Office Supplies..... | 101.2 | 101.2 | 101.2 | 0 |
| Finished Steel Products..... | 109.1 | 109.1 | 106.1 | + 2.8 |
| Foundry & Forge Shop | | | | |
| Products | 107.8 | 107.8 | 104.7 | + 3.0 |
| Non Ferrous Mill Shapes.... | 94.1 | 96.3 | 90.4 | + 4.1 |
| Wire & Cable..... | 90.0 | 90.5 | 82.4 | + 9.2 |
| Metal Containers | 103.7 | 103.7 | 105.6 | - 1.8 |
| Hand Tools | 109.9 | 109.9 | 107.0 | + 2.7 |
| Boilers, Tanks & Sheet Metal | | | | |
| Products | 99.2 | 99.2 | 97.9 | + 1.3 |
| Bolts, Nuts, etc..... | 104.8 | 107.3 | 109.5 | - 4.3 |
| Power Driven Hand Tools... | 108.2 | 108.2 | 103.2 | + 4.8 |
| Small Cutting Tools..... | 108.0 | 108.0 | 103.0 | + 4.9 |
| Precision Measuring Tools... | 108.9 | 108.9 | 106.1 | + 2.6 |
| Pumps & Compressors..... | 111.4 | 111.4 | 105.0 | + 6.1 |
| Industrial Furnaces & Ovens. | 116.5 | 116.5 | 111.3 | + 4.7 |
| Industrial Material Handling | | | | |
| Equipment | 105.7 | 105.4 | 103.1 | + 2.5 |
| Industrial Scales | 115.2 | 115.2 | 104.8 | + 9.9 |
| Fans & Blowers..... | 104.3 | 104.3 | 103.2 | + 1.1 |
| Office & Store Machines & | | | | |
| Equipment | 104.4 | 104.1 | 103.2 | + 1.2 |
| Internal Combustion Engines. | 103.7 | 103.5 | 103.6 | + .1 |
| Integrating & Measuring | | | | |
| Instruments | 116.5 | 115.8 | 110.9 | + 5.0 |
| Motors & Generators..... | 104.1 | 104.1 | 104.5 | - .4 |
| Transformers & Power | | | | |
| Regulators | 102.1 | 102.1 | 100.7 | + 1.4 |
| Switch Gear & Switchboard | | | | |
| Equipment | 108.8 | 108.8 | 105.7 | + 2.9 |
| Arc Welding Equipment.... | 102.9 | 103.9 | 105.0 | - 2.0 |
| Incandescent Lamps | 130.9 | 110.0 | 110.0 | +19.0 |
| Motor Trucks | 109.0 | 109.0 | 105.8 | + 3.0 |
| Commercial Furniture | 105.7 | 105.6 | 105.5 | + .2 |
| Glass Containers | 106.3 | 106.3 | 106.3 | 0 |
| Flat Glass | 99.7 | 99.7 | 100.0 | - .3 |
| Concrete Products | 103.4 | 103.3 | 102.3 | + 1.1 |
| Structural Clay Products.... | 106.6 | 106.5 | 103.3 | + 3.2 |
| Gypsum Products | 104.7 | 104.7 | 104.7 | 0 |
| Abrasive Grinding Wheels... | 98.7 | 98.7 | 100.3 | - 1.6 |
| Industrial Valves | 116.6 | 116.6 | 102.6 | +13.6 |
| Industrial Fittings | 98.4 | 98.4 | 102.4 | - 3.9 |
| Anti-Friction Bearings & | | | | |
| Components | 91.9 | 92.6 | 99.2 | - 7.4 |

USERS OF **NEW**
ROEBLING HERRINGBONE* WIRE ROPE
HOLD THESE TRUTHS
TO BE SELF-EVIDENT...



That Herringbone is the most practical and *needed* wire rope development to come along in years.

Herringbone, the regular lay and Lang lay rope, is actually two-ropes-in-one rope. Thus, the qualities that make these two ropes *good* ropes, combine to make Herringbone *excellent*.

HERE'S WHY:

The steel core of Herringbone provides the *ideal* support for the two pairs of Lang lay and one pair of regular lay strands used in its construction. In addition, the outer wires are heavier for extra abrasion resistance, and good flexibility is maintained by the finer wires inside. This combination of features enables Herringbone to give *longer service* in most applications.

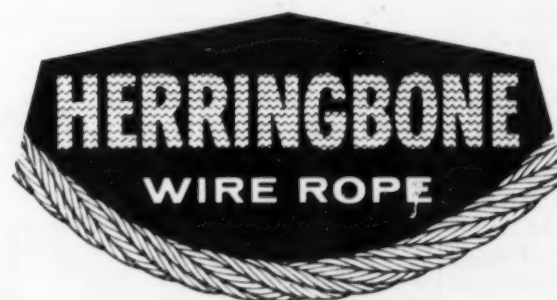
Herringbone has been used on a wide variety of excavating equipment and tough hoisting jobs with impressive results. Its applications are practically unlimited on installations which call for all-steel ropes and on many where fiber core ropes are now being used. Another of Herringbone's added attractions is the fact that it eliminates the necessity for stocking Lang lay rope for one job and regular lay for another.

Your Roebling Distributor has Herringbone right now. He has, also, copies of a brochure describing Herringbone, the newest Roebling Star Performer. If you wish, write Wire Rope Division, John A. Roebling's Sons Corporation, Trenton 2, New Jersey, for literature and anything you'd like to know about Herringbone.

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Wanted: Purchasing Fellowships for Teachers

Dr. Isadore V. Fine's 6 Weeks at Allis-Chalmers Will Pay Dividends to Future Purchasing Students

(Continued from page 1)
to a number of Allis-Chalmers' suppliers, such as warehouses, foundries, and steel forge shops. The professor said he profited from these experiences in two important ways:

- The opportunity to see the supplier situation.

- The chance to look at production processes.

About eight years ago Dr. Fine said he worked for a time in the purchasing department of Cushman Chuck Co., Hartford, Conn., and found that practical experience helped him do a better job of teaching purchasing because he understood it better.

"I believe that if you can give students word pictures, instead of just a lot of words, you can do a better teaching job," he said. "Also, when I have seen something at Allis-Chalmers that maybe was contrary to what I have been teaching, I followed it up to reconcile the differences."

Dr. Fine said he would take back to the university a much better appreciation of the traffic department's function and the amount of money it can save for a company if properly run. "I never actually realized the serious problems a company like Allis-Chalmers faces in moving its products such as transformers around the country," he said.

"We have a traffic course at the university and I intend to see that more students take it as an elective subject," he added. "It has not been as well elected as perhaps it should be."

New Insights

Dr. Fine said students taking a purchasing course should consider traffic a must, because in most companies, such as Allis-Chalmers, the traffic department is under supervision of the purchasing department.

He noted that a big problem in the University of Wisconsin has been to get companies to recruit college graduates for purchasing positions. "I have been able to drum up more interest in purchasing as a career than I have been able to get jobs for the students," he said. An average of 30 students take the purchasing course each year.

Dr. Fine said that his experience at A-C, in connection with the company's heavy products, made quite an impression on him. He noted particularly the importance of close scheduling between purchasing, production, and everything else especially where completion of a product,

such as a turbine, might be a two or three year project.

And he also was impressed that "while we have gone a long way, we still have a long way to go yet in automating the paperwork. How far automation and paperwork can go, I don't know," the professor remarked, "but it is certainly something purchasing agents must keep up with."

Dr. Fine, co-author with J. H.

Westing, dean of the University of Wisconsin's school of commerce, of the textbook, "Industrial Purchasing", published in 1955, said his students can expect more solid descriptions of the industrial purchasing function in the coming school term.

In his teaching he will use direct references to his Allis-Chalmers experience, except for matters the company specifically asked him not to use. He is certain that these direct references will carry more weight with the students.



DR. FINE, left, inspects tractor assembly line at Allis-Chalmers with R. E. Lewin, the company purchasing agent for tractor products.

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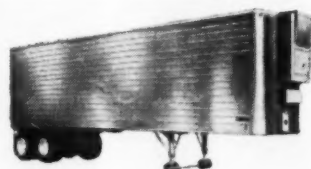
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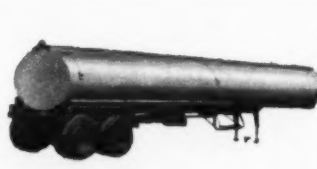
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Unions Join to Iron Out Spring Contract Demands

Kansas City—The aircraft and missile industry will be confronted with a single set of wage and labor contract demands next spring when it opens negotiations with the International Association of Machinists and the United Auto Workers.

Delegates from both unions met here last week to iron out basic joint contract strategy demands which will effect 500,000 U. S. and Canadian workers.

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For Sharper Buying, Army Enlists 3 Experts

Summer-Long Project in San Francisco Results In More Useful Statistics on Material and Labor

San Francisco—Army Ordnance has hired three cost and price experts to help its procurement men drive a harder bargain.

Contractors dealing with the San Francisco Ordnance District may have to do a little sharper figuring on material, labor, and other cost factors as a result of a summer-long study of procurement techniques by a team of civilian consultants here.

Headed by Dr. Edward J. Kelly, dean of graduate studies at Golden Gate College here, the consultants are working to develop keener statistical techniques designed to make contractors "prove their costs."

Has Good First Step

The Army already has developed highly sophisticated procedures in the area of cost and price analysis as a first step to contract negotiation—especially on items made by only one company or under specific research and development projects. But there is always room for improvement, and San Francisco Ordnance is seeking ways and means to stretch its procurement dollar in these areas.

The goal of ordnance cost analysis is "to give an industrial contractor the same trouble he would have if he were dealing in a competitive situation," Kelly and his two colleagues said.

"We must try to set up a target cost," said Kelly. "This means breaking down an item into its physical parts, then finding the cost of materials, cost of engineering, and cost of labor."

Kelly and his assistants from Stanford and the University of California believe the chief aid in setting up an effective precontract analysis is a scientifically assembled set of statistics.

Specific recommendations still are in the early draft stage. But when they are finally submitted next month, they will include suggestions on ways to achieve greater coordination between members of the district's negotiating teams and a set of fairly well-shaped cost and price analysis routines.

Contractors Prove Costs

Making contractors prove their costs is the crux of the problem. Kelly told PURCHASING WEEK in a discussion of his assignment.

Kelly, an authority on cost accounting and pricing formulas, said two big barriers to effective cost analysis are the "catch-all categories" of manufacturing overhead and general administrative overhead. When a contractor mentions these categories in his cost estimate, Kelly said, it is time to recheck the figures.

"Getting rid of these 'red flag' items will make the contractor feel as if he's competing with half a dozen other firms," said Kelly.

While the industrial purchasing agent has a competitive market to help set his prices, said Kelly, cost analysis still is important. "Even when six companies bid on an item, if the purchasing agent complains that the lowest price is still too high, chances are they'll sharpen their pencils and come back with a better figure."

That is the basic goal of Kelly

and his assistants, Prof. Tore Tjersland of the University of California School of Business, and George I. Prater, of the Stanford University Graduate School.

Among the results expected from their temporary assignment will be a model file, based on a typical recent contract, along with subfiles and charts on the contract price analysis. A form sheet indicating steps to be taken in cost

analysis will be included, along with a list of questions involving each item to be asked of the contractor.

Col. John M. Stark, commander of the \$250 million district operation, assembled the cost-price analysis team under an ordnance program of hiring academic experts for summer assignments.

"We want to augment procedures with the latest academic thinking to assure top performance in our pricing responsibilities," Stark said.

I.B.M. Institutes Computer Rental System; Units Will Rent for 'Under \$300 an Hour,' Company Says

White Plains, N. Y.—Companies hesitant about setting up or expanding expensive data processing operations soon will be able to rent them by the hour.

I. B. M. announced recently it will establish 25 to 30 "Datacenters" to make \$1 million 7070 computer setups available to businesses across the nation by 1960 for rates "under \$300 an hour." Customers will have to supply programmers and their own operators.

An I. B. M. data processing division spokesman said: "The

Datacenter policy is an extension of customer centers we have operated for years. The added services available at Datacenters are designed to accommodate businesses confronted with peak loads beyond the capacities of their own data processing systems as well as customers whose needs do not require full-time use."

A Wall Street Datacenter will be established in New York's financial district next March. A Chicago Datacenter will be opened in April and a Los Angeles operation in May.



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YOU A TIGHT GRIP
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Air Freight Lines Order New Planes Equipped with 'Lightning Loaders'

Carriers Ready for Expected Shipment Boom

Marietta, Ga.—More air freight carriers are moving into the market for bigger, faster, and quicker-loading aircraft to be prepared for the air freight boom, already in the making.

Slick Airways, Inc., ordered three more Lockheed "Super Hercules" air freighters last week bringing to nine the number of the cargo transports ordered in less than a month.

The equipment so far has cost Slick about \$22 million, and the line also has option on five more freighters.

Loading Time 10-20 Min.

Pan American World Airways has ordered 12 such super constellations from Lockheed with spare parts at a total cost of \$60 million. Both airlines are buying the air freighters complete with "lightning loading" systems (see P.W., Aug. 10, '59, p. 13), palletized loading devices that load a cargo plane in as little as 10-20 min.

Delivery to both Slick and Pan American is scheduled to begin in February 1962. The aircraft, set to make overnight deliveries on coast-to-coast or continent-to-continent runs on every day service, can air lift 78,000 lb. and

travel at 400 mph. at a cost of less than 4¢ per ton-mile.

The lightning-loading system, plus conventional loading ease, will help air carriers cut costs by shortening turn-around-time and lengthening in-the-air-time.

"The air freight industry is on the edge of a tremendous expansion period," said Earl F. Slick, chairman of the all-cargo airline. "With our Lockheed fleet we'll be ready—with lower ton-mile costs and swift, sure service."



THIS "SUPER HERCULES" AIR FREIGHTER which carries a 35-ton payload, may well bring a hefty cut in air cargo rates when put into service.

Southern Railway Shows Its New 'Easy-Load' Cars

Washington—Southern Railway has designed an "easy-load, easy-unload" freight car constructed for shipments of lumber up to 40 ft. long.

The doorway center post on either side lowers out of the way, and both sides of the freight car open completely to allow for easier loading.

The doors (two on each side and each half the length of the car) are made of hinged sections and move easily into storage position under the car roof during loading or unloading.

The Ludlow Line Protects Your Products Better

How to wrap a freight car faster for less money...



There are lots of ways to "wrap" a freight car. You can do it with non-expendable fabrics . . . (But they cost too much and get lost too easily). You can do it with wood . . . (Costs too much and takes too long). And you can do it the best way — with Champ waterproofed and glass-reinforced papers. Champ's low cost and high durability — (thanks to tension-tied glass reinforcement) — make it ideal for all kinds of freight packaging, unitized loading and car lining.

Champ papers are typical of Ludlow's job-tailored packaging products. Look to Ludlow for greater protection, lower costs and faster packaging. We'll consider it a privilege to serve you!



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Door-to-Door Service Of Containerized Cargo Links West Coast, Hawaii

Menlo Park, Calif.—A complete door-to-door containerized cargo service between the West Coast and Hawaii has been started by Consolidated Freightways and Hawaiian Marine Freightways.

Consolidated president, J. L. S. Snead, Jr., said the new service will utilize the weekly sailing schedule already put into operation by Hawaiian Marine.

Among the features of the containerized service are:

- Optional pickup and/or delivery.
- Single carrier responsibility for shipments between inland points on C.F. routes and Honolulu.
- Single-factor, all-inclusive rates from the San Francisco Bay area to Honolulu.
- Regular Tuesday sailing from San Francisco.

An Hawaiian Container Service has been formed to handle assembly and distribution of parcels and shipping containers through container stations at San Francisco and Oakland and a station in Honolulu.

In order to assure an expanded supply of containers for the new service, C.F. recently ordered \$1.7-million worth of 27-ft. containers and related equipment.

"Our efforts to improve cargo transportation service to and from Hawaii," said Snead, "stem from our faith in the continued growth of the economy of the newest state."

'Curb Service' Sells Plastic for Cosden Corp.

New Trailers Equipped with Pneumatic Devices
Speed Delivery of Plastic to the Waiting Buyers

Big Spring, Tex.—Cosden Petroleum Corp. has inaugurated a unique "curb service marketing" program, hauling highly sensitive polystyrene plastic direct from the processing plant to customers.

Used in the operation are six new aluminum trailers, especially designed and equipped with a high-powered pneumatic unloading system that permits delivery to the customer at the rate of 15 to 20 tons per hour.

The use of aluminum achieves a weight savings of some 4,400 lb. per trailer, making possible an increased payload of that amount, and eliminates the need for an expensive interior coating

to protect the plastic pellets.

The trailers are loaded by gravity from overhead storage tanks that drop the plastic pellets to a compartmentized tank. Each compartment is equipped with a drop door directly above a drag conveyor that runs the length of the trailer.

For unloading, the pellets are conveyed to an air lock feeder (also constructed of aluminum) at the rear of the trailer that in-

troduces the material into the air stream with a minimum loss of pressure.

Delivery and storage in bulk substantially reduce warehousing and other multiple handling expenses and the risk of contamination of the critically sensitive material, Cosden pointed out. It said that bulk storage also facilitates an instant inventory count.

Storage bins can be located at the most suitable point in the customer's plant as the pneumatic unloading system built into the trucks permits delivery anywhere a pipe can be placed.



SAFE AND RAPID DELIVERY of highly sensitive polystyrene plastic is assured by Cosden's fleet of pneumatic unloading aluminum trailers.

Truck Line Makes Bid For Exports

Chicago—Dennis Truck Line, Inc., was prepared for heavy opposition last week from other motor carriers and railroads when it filed the first export-import freight rate affecting the Port of Chicago with the I. C. C.

The truck line tariff affected the transportation of a number of import-export commodities between the Port of Chicago and Cincinnati, Louisville, and Indianapolis.

The requested class rates average 15% under present domestic rates, according to Al Mattson, vice president of sales for Dennis. In the case of iron and steel machinery, he said the export-import rate for a shipment between Chicago and Louisville would be \$2.2 cwt. The present domestic rate is \$2.60.

The proposed rates were developed jointly by Mattson and Great Lakes Overseas, Inc. George H. Weiss, cargo promotion director for Great Lakes Overseas, said the move marked the "first break in the Chinese wall that has restricted the cargo market."

Although export-import rates have been in effect for Atlantic, Gulf Coast, and Pacific Coast ports, none have been enacted for Great Lakes ports. Various rate groups, however, have set up committees to study such rates.

Industrial Scrap Dealers Plan Research to Up Use

Washington—Iron and steel scrap dealers plan joint research with the steel industry to boost the use of scrap.

Targets of the program are:

- To discover the metallurgical value of various grades of scrap.
- To develop efficient methods of scrap inspection.
- To determine the cost to dealers of preparing various grades of scrap.

The Institute of Scrap Iron & Steel, Inc., and the American Iron & Steel Institute will sponsor the study at the Battelle Memorial Institute, Columbus, Ohio.



Thomson Rivets and Rivet-Setting Machines used by
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Any high fidelity hobbyist will tell you that H. H. Scott, Inc., Maynard, Mass., makes America's top quality in high fidelity equipment.

Here you see one of the finest stereo amplifiers made . . . in both chassis and final form. Components are securely and accurately held in uniform tension by 113 Thomson Rivets. H. H. Scott has standardized on Thomson aluminum rivets in one diameter and four lengths.

Rivets get their uniform clinch from any one of the eight Thomson Automatic-Feed Rivet-Setting Machines which H. H. Scott now uses.

All eight machines have identical tooling except for interchangeable anvils. Several sets of numbered, color-coded anvils cover all variations in assembly thickness. Change-over time is a matter of seconds.

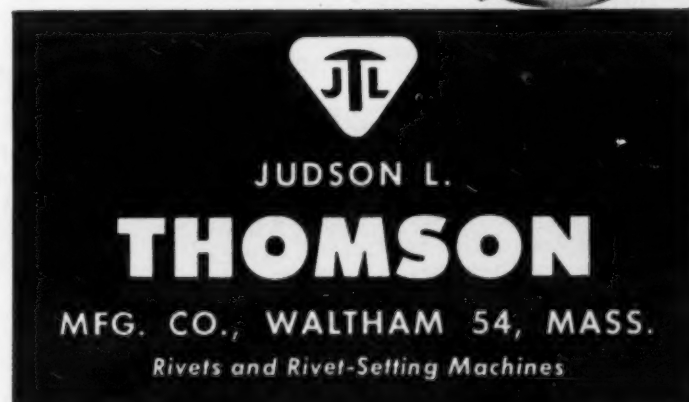
E. G. Dyett, Jr., Purchasing Agent of H. H. Scott, reports, "The use of Thomson rivets and rivet-setting machines has produced assembly economies and resulted in lower over-all costs, while improving product appearance and mechanical construction."

Chances are the Thomson Fastening Man can help you improve product quality and reduce your costs. It costs nothing to find out. Make a date with him soon. You'll find him listed in the yellow pages of your phone book. In the meantime, you'll want Thomson's latest catalog. Write today for your free copy to Dept. PW.

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Style 161
Thomson Automatic
Rivet-Setting Machine





Make It Clear, Say It Thrice

Many newcomers to journalism still receive the advice put into a slogan years ago by some anonymous city editor for members of his staff. He instructed novice journalists to:

"Get it first, but first get it right."

We couldn't help but resurrect the slogan for a purchasing director the other day. The director's blood pressure had gone up a couple of degrees when within the space of an hour two assistants had failed to carry out instructions. The thing that irritated the purchasing executive was that in both instances the assistants had fallen down on the job because they had neglected to read complete instructions. Each had started to read a directive, assumed he knew what it was all about and thus inadvertently skipped over a key part.

The purchasing director fumed, indignantly pointing out that "you put things in writing so there'll be no misunderstanding and then people just won't read it through."

Unfortunately, most of us are guilty of the same thing at times. We get rushed, start to read something and jump to a conclusion before the conclusion is spelled out for us. It's a dangerous practice, one that invariably winds up with you feeling foolish and explaining:

"I'm sorry but I thought you meant something else."

It's very simple to correct your own habit of failing to hear the other fellow through. When you're on the receiving end of the written word, you just make sure that you've read correctly and completely.

When you are on the other end, though, it's a different story.

If a man thinks he understands what you're writing about, you create ill feeling by belaboring the point. You just have to go along with him until he's proved wrong. And then, too often, it's too late.

There are many gimmicks you can use to encourage complete understanding of your memos and letters. The most common device, of course, is to write more memos or letters, confining each one to a single point you are trying to make. This works well for some but it sure builds up paper work, both on your side as well as the recipient's. Basically, it is an admission that "I can't make my written material interesting enough to make you read it through."

Making recipients of your written material want to read everything you write is the real solution to this problem in communications. The next question, obviously, is: "But, how do I do it and do it successfully?"

The answer may lie in the reply a country preacher gave when a theology student inquired how to make sure parishioners got the message contained in a sermon. He summed it up this way:

"I don't always get through to everyone but I do know that I'll get through to very few unless they know what I'm talking about. Therefore, I do three things:

"First, I tell my audience what I'm going to talk about.

"Second, I talk about it.

"Third, I tell them what I have talked about."

Your Follow-Up File

Finds Few 'Difficult' People

Toronto, Canada

I was interested in reading your recent "PURCHASING WEEK Asks You . . ." column re "difficult persons" ("What Is Your Philosophy in Dealing with a 'Difficult' Person from Another Department?" Aug. 10, '59, p. 11).

I would like to mention that to my mind there are very few difficult people in business; what difficulties there are, arise generally from a lack of communication.

I find that in most instances, a definite effort on the part of the purchasing agent to determine the point of view of the other person, and a definite attempt made to understand the point of view, maintaining if possible an open mind, will correct most difficulties.

R. A. Gorman
Purchasing Agent
Noxzema Chemical Co.
of Canada, Ltd.

Who Makes the 'Airhouse'?

Tacoma, Wash.

We are interested in obtaining information on the "Inflatable Airhouse" which will be used by the Esso Standard Oil Co., Bayonne, N. J., for out-of-door storage of drums of lubricating oil, etc.

You reported on this in a recent issue of PURCHASING WEEK ("Inflatable 'Air House' for Short-Term Storage," July 6, '59, p. 8). We shall appreciate receiving the name and address of the manufacturer.

Edwin A. Adams
Purchasing Agent
Hooker Chemical Corp.

● It was purchased from Eastern Marine Products Corp., New Rochelle, N. Y.

Suggestion Well Received

Quebec, Canada

Members of our staff enjoy reading

the most informative articles appearing in PURCHASING WEEK.

In your regular column "PURCHASING WEEK Asks You . . ." would it be possible to indicate the title of the individual answering the weekly question, as you do not always direct your questions to the general purchasing agent?

A. P. T. Edwards
Director of Purchasing and Traffic
Quebec Iron & Titanium Corp.
● Good idea—we will be doing this in subsequent issues.

Find P.W. Reprints Helpful

Calumet, Mich.

Please send us copies of the following reprints:

"Purchasing Manuals Have Many Values" (Part I, March 9; Part II, March 16; and Part III, March 23 '59);

"Transportation" (Part I, Trucking, July 28; Part II, Railroads, Aug. 4; and Part III, Air Freight, Aug. 11 '58).

These reprints will be a very useful addition to our purchasing file. We thank you for making them available.

W. A. Barz
Director of Purchasing
Calumet Division
Calumet & Hecla, Inc.

Chicago, Ill.

Please send us six reprints of "New V-Belts Are Now 40% Stronger, Cost No More" (July 20, '59 p. 20).

We use V-belts in our production and are interested in obtaining these articles for our personnel.

Martin Heinz
Assistant Purchasing Agent
H. D. Hudson Mfg. Co.

Cleveland, Ohio

Please send me a reprint of "Purchasing Manuals Have Many Values." I believe this would be of value in aiding me in my work.

Edward F. Gallagher
Purchasing Agent
Variety Stamping Corp.

Enjoys Purchasing Week

Portland, Ore.

I enjoy reading PURCHASING WEEK and think it is a good publication informing purchasing people of markets, prices, and general news.

Wyman F. Mills
Purchasing Agent
Oregon Branch
Simpson Logging Co.

Plastics Society's Address

Fort Lauderdale, Fla.

Kindly advise address of Society of the Plastics Industry, Inc., mentioned in your May 11 issue ("Plastics: How They Are Processed," p. 30).

B. Tothz
Graham Industries, Inc.
● 250 Park Ave., New York, N. Y.

To Our Readers

This is your column. Write on any subject you think will interest purchasing executives. While your letters should be signed, if you prefer we'll publish them anonymously.

Send your letters to: "Your Follow-Up File," PURCHASING WEEK, 330 West 42nd St., New York 36, N. Y.

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It has been said forward buying may well be the area in which purchasing can make its greatest contribution to a firm's profit. How do you feel?



H. R. Luikens, Sutherland Paper Co., Kalamazoo, Mich.:

"One of the purchasing department's basic functions is to save money through wise purchasing. By careful analysis of requirements and future markets, forward buying can contribute much to profits. It permits more thoughtful selection of quality and quantity and often enables purchasing to buy at a price advantage through seasonal availability of material, term contracts, and options to purchase. These benefits may be lost with hand-to-mouth purchasing."



J. W. Ruff, American Blower Division, American Radiator & Standard Sanitary Corp., Detroit:

"If we are considering all out speculative buying, how could management adequately compensate an expert? An expert speculator could undoubtedly make more on pure trading than if limited by specific material requirements and salary arrangements. Poor judgment could result in substantial losses. Alert buyers must always be aware of both prices and availability fluctuation, but whether they recommend buying beyond normal inventory requirements or not, management must have final control over how working capital is apportioned."



E. F. Andrews, Allegheny Ludlum Steel Corp., Pittsburgh:

"Whether the decision is to buy or not to buy, the forward implication is about the same. In today's changing conditions, there is no question but that the forward commitment is an area in which purchasing can make one of its greatest contributions. Here is one area in which purchasing can bring to bear its experience, judgment, knowledge of markets, and many other factors to keep its company competitive and ahead in the technical progress race."



Paul Hummel, Aircraft Fitting Co., Dania, Fla.:

"Buying material for production seldom involves the present alone. In practice, purchasing is forward buying at an agreed price. While material prices continue to rise, forward buying will help contribute to a firm's profits. Not so when prices are constant. Then an economic order with the best quantity discount and a safe stock level remain a better buy."



J. J. Nelsen, Space Corp., Garland, Texas:

"Very definitely if accurate usage records are available for common stock items. In our type business—a sort of hybrid job-shop-production setup—items of common usage are limited so forward buying is limited."



H. H. Clendaniel, Jr., G. Fox & Co., Inc., Hartford, Conn.:

"It certainly is an area of substantial contribution to a firm's profits, as is materials management in general. The 'blanket order' technique makes possible better inventory control, requires less warehouse space, reduces inventory investment, and usually results in considerable savings in acquisition costs. The advantages in being able to plan and coordinate requirements and schedules in advance on larger quantities usually result in lower quotations."

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Stark Parlayed Night School to Know-How

What does a man learn when he's been jobless in the depths of a depression, gone to night school continuously for 16 years, and held over a dozen jobs ranging from sales clerk to purchasing director of globe-straddling corporation?

Ask Russell Stark, purchasing director of Burroughs Corp. He can tell you. He's had the experiences.

Russ could say one thing he has learned is to make the most of every situation no matter how bad it may seem. Case in point: In 1931 Russ was manager of a Kroger grocery store in Flemingsburg, Ky., population 1,500. His store was a 20x40-ft. hole in the wall of a crumbling brick building. One day there was de-

livered to his store 1½ tons of bananas. This tremendous quantity for a little store in Flemingsburg was obviously an error.

It was. The error was Stark's. He had to sell them—fast. They were turning black, as he looked at them all over the store and spilling into the street.

Russ Stark hired two extra clerks at \$2 a day and offered a prize to the clerk who sold the most bananas. Soon word spread that bananas were on sale like never before. Finally, with only seven hampers of bananas remaining, Stark took them to an adjoining town and traded them for a supply of meat.

Another thing Russ Stark could tell you is to distinguish between shadow and substance.

Stark attended night school continuously from 1931 to 1947. He was after knowledge, not grades. He has yet to take a final examination.

Stark parlayed knowledge gained from night school and varied work experience to move up in Burroughs. He joined the firm when he graduated from high school in 1923. After nine months he left Burroughs and joined the now defunct U. S. Radiator Corp., rising there by 1929 to traveling auditor.

But Burroughs was the company Stark liked most. He returned to Burroughs in the early thirties, this time more seasoned by varied work experiences—and out-of-work experiences—and by a continued plan of night courses.



RUSSELL STARK

Stark moved to purchasing from production control in 1936 as a part-time buyer. After 14 more years at Burroughs, 11 of them in attending night school, Stark, in 1950, became director of purchases.

Still another thing Stark could tell you is to investigate before

you buy. Case in point: He joined the N.A.P.A. for one simple reason. That was, as a purchasing supervisor, to determine if the 20 existing company memberships were worthwhile. "Before I complain," he said, "I'd better find out."

Stark found out that N.A.P.A. membership was worthwhile—very worthwhile. He has held Detroit chapter offices of plant visitation chairman, publications committee chairman, and first and second vice president. He has also been fourth district vice president of the N.A.P.A., and national financial officer. His investigation of the association has paid off. Says Stark, "by contributing, I got more than I gave."

Little time anymore for leisure activities, Stark is an avid gardener. "Not for the love of it," says Russ, "but because it keeps me thinking." Stark also claims an interest in gourmet cooking, "when done by others."

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Like the phone ringing when you're in the shower, corrosion and contamination wait for no man. Best way to confine it to normal working hours is to specify trouble-free Ace chemical-resistant equipment by American Hard Rubber Company. Best for the money anywhere... backed by 108 years of experience.

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for ageless strength

All-purpose rigid PVC. Sched. 40, 80 & 120, ½ to 4". Threaded or socket-weld fittings. Valves ½ to 2". NSF-approved. Bul. CE-56.

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Improved design... now 12 gpm. All wetted parts acid-resistant, wear-resistant Ace hard rubber. Finest available. Bul. CE-55.

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World's best chemical valves... at moderate prices. All-plastic, rubber-lined, or all-hard-rubber. ½" pet cocks to 24" gate valves.

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Flexible poly pipe, ideal for water lines, drains, underground pipe or conduit. Sizes ½ to 2", long coils, NSF-approved for drinking water. Bul. CE-57.

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SYLVANIA'S



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POWER TUBES

and HO High Output Lamps

Better 7 Ways

1. **SMOOTH, ROUND SURFACE** . . . Sylvania's VHO Powertubes have no indented nooks or crannies to catch and hold light-dimming dust and grime.
2. **LIGHT WEIGHT** . . . VHO Powertubes weigh less than half as much as other makes of high intensity lamps . . . no dangerous sag hazard, no broken connections.
3. **SMALLER IN SIZE** . . . Convenient 1 1/2 inch diameter means better air circulation, easier handling and storing.
4. **LOWER COST** . . . Sylvania VHO Powertubes cost less to buy, cost less to maintain than competitive lamps.
5. **NO OVERSIZE FIXTURES NEEDED** . . . VHO Powertubes fit all standard fixtures designed for high-intensity lighting — no costly, time-consuming socket changes required.
6. **CONSTANT LIGHT DISTRIBUTION** . . . Sylvania's Powertube's circular cross-section means brighter, more uniform light pattern than lamps with indented surfaces.
7. **SUPERIOR OPTICAL CONTROL** . . . Smaller diameter and smooth surface make versatile VHO Powertube subject to more precise control, adaptable to many varied uses.



INDUSTRIAL

Now, for the first time, VHO Powertubes make fluorescent lighting practical for high and medium-bay industrial installations.



SERVICE STATIONS

Service stations, parking areas, outdoor storage areas can be economically floodlighted by Sylvania VHO Powertubes.

SYLVANIA'S VHO POWERTUBE FLUORESCENT LAMPS



Finest with more features

In addition to all the basic advantages . . . smooth surface, light weight, small size, low cost and better optical control . . . the VHO Powertube offers these *bonus* features too.

Easier to Maintain

The VHO Powertube offers real benefits in terms of ease of maintenance. The smooth-surfaced VHO tube is easily cleaned with one sweep of a cloth . . . as compared to lamps with indented surfaces. The lighter weight and smaller size of the VHO Powertube also make it easier to handle when lamps are being installed, replaced or taken down for cleaning.

No Need For Special Orientation In Lamp Holders

When you snap a VHO Powertube into the lamp-holders, there is no need for special orientation — no need for special positioning of lampholders or lamp. The Powertube provides maximum light output at *any* position.

Better Socket Connection

Only Sylvania offers the exclusive "Ribbon Contact" recessed base in its Very High Intensity lamps. It is welded on the inside. The possibility of corrosion is practically nil due to the elimina-

tion of solder clumps. This assures longer, trouble-free operation and reduced replacement cost.

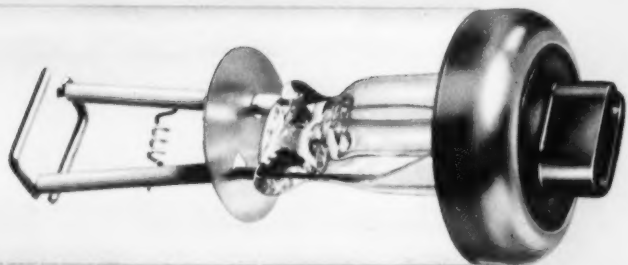
Reliable Starting

To insure reliable starting under conditions of high humidity, every VHO Powertube is given an extra protective silicon coating (Sylvania Sylcote) which lasts longer than any other similar coating on the market. On the same ballast, the VHO lamp will start at lower temperatures than competitive brands.

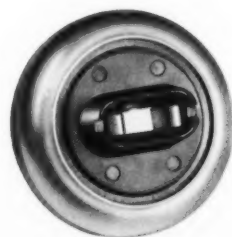
And High Light Output Of Course

Sylvania's VHO Powertubes more than *double* the light output per foot, over conventional lamp types, using the same size fixtures. This phenomenal light output results from superior characteristics — the special, built-in, "Pressure Control Center" . . . incorporation of Sylvania's exclusive Ribbon Base . . . use of 1½ inch diameter T-12 bulb, the optimum size for most efficient radiation within the tube . . . and Sylvania's reliable, always-warm Rapid Start filaments for steady electronic emission.

No wonder Sylvania fluorescents give more light at lower cost than other brands!



PRESSURE CONTROL CENTER . . .
"Cool spots" at lamp ends control pressure, allow mercury to condense, thus permitting higher loadings.



EXCLUSIVE RIBBON BASE . . .
Welded inside, the unique ribbon base insures positive contact, reduces possibility of corrosion.



HIGHWAYS

VHO Powertubes are ideal for the safe, non-glare illumination of superhighways.



AIRPORTS

Busy airports use Sylvania VHO Powertubes to light runways, passenger and cargo facilities.

The VHO Powertube Has Scores of Applications

Fixtures have been designed for VHO Powertubes for various types of indoor and outdoor applications:

Indoors Where higher levels of uniform illumination are required for critical manufacturing tasks, you get *more than twice as much* light from VHO Powertubes.

This increased light output from a single fixture is particularly important where ceiling space is at a premium and where plant maintenance is both

costly and hazardous. VHO Powertubes are ideal for high-bay industrial lighting, as well as for many commercial applications where fluorescent lighting is desired but only when accompanied by very high light output.

Outdoors VHO Powertubes are today leading the way to superior outdoor lighting for such applications as Service Stations, Highways, Airport Runways, Outdoor Advertising Signs, Building Facade lighting and Parking Lots.

GENERAL CHARACTERISTICS — SYLVANIA VHO POWERTUBE LAMPS

| Nominal Watts | Bulb | Base | Description | Lamp Ordering Abbreviation | Std. Pkg. Quan. | Hours Life | Approx. Lumens |
|---------------|----------|-----------------------|-------------|----------------------------|-----------------|------------|----------------|
| 100 | T-12 48" | Recessed Dbl. Contact | Cool White | F48T12/CW/VHO | 24 | 5000* | 6,900 |
| 150 | T-12 72" | Recessed Dbl. Contact | Cool White | F72T12/CW/VHO | 12 | 5000* | 10,900 |
| 200 | T-12 96" | Recessed Dbl. Contact | Cool White | F96T12/CW/VHO | 12 | 5000* | 15,000 |

* Although actual lamp life averages more, recommended service life is 5000 hours for best lighting maintenance.

SYLVANIA'S

HO (HIGH OUTPUT) LAMPS

The HO (High Output) line is recommended to consumers who desire higher lighting levels than are economically provided by conventional standard fluorescent lamps, but who do not require the maximum high output delivered by VHO (Very High Output) lamps. They give more usable light than ordinary rapid start fluorescent lamps at *no* increase in lamp or fixture size! Sylvania HO lamps — available in 96", 72" and 48" nominal lengths — can provide more than 70 lumens per watt, and start readily even when the thermometer drops to zero.

Sylvania HO lamps are equally good for outdoor and indoor lighting — and in high and medium-bay installations.



FLUORESCENT LAMPS, RAPID START — HIGH OUTPUT (NO STARTER REQUIRED)

| Watts | Bulb | Base | Ordering Abbreviation Cool White Lamps | Std. Pkg. Qty. | Hours Life | Approx. Lumens | Description Other High Output Lamps Available |
|------------------------|----------|---------------------|---|----------------|------------|----------------|---|
| 32 | T-12 24" | Recessed Dbl. Cont. | F24T12/CW/HO | 24 | 7500 | 1450 | — |
| 46 | T-12 36" | Recessed Dbl. Cont. | F36T12/CW/HO | 24 | 7500 | 2450 | — |
| 60 | T-12 48" | Recessed Dbl. Cont. | F48T12/CW/HO | 24 | 7500 | 3850 | Daylight, White, Warm White, Super Deluxe Cool White, Deluxe Warm White |
| 70 | T-12 60" | Recessed Dbl. Cont. | F60T12/CW/HO | 24 | 7500 | 4500 | Daylight |
| 76 | T-12 64" | Recessed Dbl. Cont. | F64T12/CW/HO | 24 | 7500 | 5000 | Daylight |
| 85 | T-12 72" | Recessed Dbl. Cont. | F72T12/CW/HO | 12 | 7500 | 5550 | Daylight, White, Warm White, Super Deluxe Cool White, Deluxe Warm White |
| 100 Street Lighting | T-12 72" | Mog. Bipin | F100T12/CW/HO | 12 | 7500 | 6200 | — |
| 105 | T-12 96" | Recessed Dbl. Cont. | F96T12/CW/HO | 12 | 7500 | 8100 | Daylight, White, Warm White, Soft White, Super Deluxe Cool White, Deluxe Warm White |

Your Guarantee of Satisfaction!

**SYLVANIA'S EXCLUSIVE
"LIGHT INSURANCE POLICY"**



Only Sylvania confidently offers a light insurance policy to back up every claim made for its fluorescent lamps.

It works this way:

When you make a "try-out" purchase of Sylvania lamps, you can have — at no extra cost to you — Sylvania's exclusive "Light Insurance Policy." Your name is on it, and so is the name of the supplier and the date.

If in your opinion the lamps you buy do not provide *better* performance on the basis of uniformity of performance, uniformity of appearance, maintained brightness and life than *any other* brand fluorescent lamps previously used, return them to your distributor and your money will be refunded. It's all right there in black and white.

Of course Sylvania makes this offer because it *knows* you will be completely satisfied. Sylvania engineers have compared Sylvania lamps with the products of other companies and they *know* that Sylvania's perform better in every way!

Give Sylvania fluorescent lamps a try today. Remember, your light will be insured. Money back if you don't agree they give better performance.

**SYLVANIA FLUORESCENTS
GIVE MORE LIGHT AT LOWER COST
THAN OTHER BRANDS!**

**SYLVANIA
Lighting Products**



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FL-632 DR-859-CY

What You Should Know About Copper Alloys

Here's help in buying the alloy that will best fit your manufacturing methods. The table lists the standard metal alloys and—for each—lists how you can buy it and how you can fabricate it.

You can use the data three ways:

1. Choose the right alloy for the job at hand
2. Check standing orders for over-specification
3. Make alloy substitutions (and hefty cost reductions)

| STANDARD COM- MERCIAL WROUGHT COPPER ALLOYS | JOINING PROCESSES | | | | | | | MILL FORMS AND TEMPER AVAILABLE | | | | | | | | | | | FABRICATING PROCESSES | | | | | | | | | | | | | | |
|---|-------------------|---------|----------------------|--------------------|--------------------------|-------------------|--------------------|---------------------------------|-----------|-----|-------|-------|------|------|--------|------|------|----------|-----------------------|---------|---------|---------|---------|-------------|-----------|----------|----------------|----------|----------|---------|----------|-----------------------|-----|
| | Soft Soldering | Brazing | Oxyacetylene Welding | Carbon Arc Welding | Gas Shielded Arc Welding | Metal Arc Welding | Resistance Welding | Strip | Flat Wire | Bar | Sheet | Plate | Rod | Wire | Shapes | Tube | Pipe | Blanking | Coining | Drawing | Etching | Forming | Heading | Hot Forging | Machining | Piercing | Roll Threading | Shearing | Spinning | Swaging | Stamping | Machinability Rating* | |
| COPPERS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Electrolytic Tough Pitch Copper | E | G | NR | F | F | NR | NR | AaH | A H | AaH | AaH | AaH | AaH | A H | AaHh | A H | | X | X | X | X | X | X | X | | X | X | X | X | X | X | X | 20 |
| Deoxidized Copper | E | E | G | F | G | NR | NR | A | | | Aa | Aa | A H | | | A H | H | X | X | X | X | X | X | X | | X | X | X | X | X | X | X | 20 |
| Oxygen-Free Copper | E | E | G | G | E | NR | NR | AaH | H | aH | aH | aH | aHh | H | aHh | A H | H | X | X | X | X | X | X | X | | X | X | X | X | X | X | X | 20 |
| LOW-ZINC BRASSES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gilding, 95% | E | E | G | F | G | NR | NR | A H | | | | | | A | | | | X | X | X | X | X | | | | X | | X | X | X | X | X | 20 |
| Commercial Bronze, 90% | E | E | G | F | G | NR | NR | A H | | | AaH | AaH | A H | A H | | A H | | X | X | X | X | X | X | | X | X | X | X | X | X | X | X | 20 |
| Jewelry Bronze, 87.5% | E | E | G | F | G | NR | F | A H | A H | | | | | A H | | | | X | X | X | X | X | | | | X | X | X | X | X | X | X | 30 |
| Red Brass, 85% | E | E | G | F | G | NR | F | A H | | | A H | | | A H | | A H | A | X | X | X | X | X | | | | X | X | X | X | X | X | X | 30 |
| Low Brass, 80% | E | E | G | F | G | NR | F | A H | A H | | | | | A H | | | | X | | X | X | X | | | | X | X | X | X | X | X | X | 30 |
| HIGH-ZINC BRASSES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cartridge Brass, 70% | E | E | G | F | G | NR | F | A H | A H | A H | A H | | A H | A H | | A H | | X | | X | X | X | | | | X | | X | X | X | X | 30 | |
| Yellow Brass | E | E | G | F | G | NR | F | A H | A H | | A H | A H | | A H | | | | X | X | X | X | X | | | | X | X | X | X | X | X | X | 30 |
| Muntz Metal | E | E | G | F | G | NR | G | AaH | | AaH | AaH | AaH | A Hh | | | A H | | X | | | | | X | X | X | | | X | X | X | X | X | 40 |
| FREE-CUTTING BRASSES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Leaded Commercial Bronze | E | G | NR | NR | NR | NR | NR | | | H | | | A H | | | | | | | | | | | | X | | | | | | | | 80 |
| Low-Leaded Brass (Tube) | E | G | F | F | F | NR | F | | | | | | | | | A H | | | | | | | | | X | X | | | | | | | 60 |
| Low-Leaded Brass | E | G | F | F | F | NR | F | A H | | H | | | H | | | | | X | X | | | | | | | X | X | | | | | | 60 |
| Medium-Leaded Brass | E | G | NR | NR | NR | NR | NR | A H | | H | | | H | A H | A H | h | | X | | | | | | | | X | X | X | | | | | 70 |
| High-Leaded Brass (Tube) | E | G | NR | NR | NR | NR | NR | A H | | | | | | | | A H | | X | | | | | | | | X | X | X | | | | | 80 |
| High-Leaded Brass | E | G | NR | NR | NR | NR | NR | A H | | H | | | H | | | | | X | | | | | | | | X | X | X | | | | | 90 |
| Extra-High-Leaded Brass | E | G | NR | NR | NR | NR | NR | A H | | H | | | | | | | | X | | | | | | | | X | X | | | | | | 100 |
| Free-Cutting Brass | E | G | NR | NR | NR | NR | NR | A H | | H | | | | | | | | X | | | | | | | | X | X | | | | | | 100 |
| Leaded Muntz Metal | E | G | F | F | F | NR | NR | | | H | | | | A H | | Hh | | X | | | | | | | | X | X | X | | | | | 60 |
| Free-Cutting Muntz Metal | E | G | NR | NR | NR | NR | NR | | | | | a | | | | | A H | | X | | | | | | | X | | | | | | | 70 |
| FORGING BRASSES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Forging Brass | E | G | NR | NR | NR | NR | NR | | | | | | | Hh | | h | | | | | | | X | X | X | | | | | | | | 80 |
| Architectural Bronze | E | G | NR | NR | NR | NR | NR | | | | | | | H | | Hh | | | | | | | | X | X | | | | | | | | 90 |
| TIN, ALUMINUM BRASSES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Inhibited Admiralty | E | E | F | F | F | NR | F | | | | | | | | | | | | | | | | | | | | | | | | | | 30 |
| Naval Brass | E | E | G | F | F | NR | F | A H | | A H | | | AaH | A Hh | A | | A | X | X | | | | | | | | | | | | | | 30 |
| Leaded Naval Brass | E | G | NR | NR | NR | NR | NR | | | A H | | | | A H | | | Hh | X | X | | | | | | | | X | | | | | | 70 |
| Manganese Bronze, (A) | E | E | G | F | F | NR | G | | | | | | | A Hh | | | Hh | | | | | | | | | X | X | | | | | | 30 |
| Aluminum Brass | F | G | F | F | F | NR | G | | | | | | | | | | A | | | | | | X | | | | | | | | | | 30 |
| PHOSPHOR BRONZES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Phosphor Bronze, 5% (A) | E | E | F | G | G | F | G | H | H | | | | | H | H | | H | X | X | | | | | | | | X | X | | | | | 20 |
| Phosphor Bronze, 8% (C) | E | E | F | G | G | F | E | H | | | | | | H | H | | | X | X | | | | | | | | X | | | | | | 20 |
| Phosphor Bronze, 10% (D) | E | E | F | G | G | F | F | A H | | | | | | H | H | | | X | | | | | | | | | X | | | | | | 20 |
| Phosphor Bronze, 1.25% (E) | E | E | F | G | G | F | F | A H | | | | | | | | | | X | | | | | | | | | X | | | | | | 20 |
| Free-Cutting Phosphor Bronze | E | E | NR | F | G | F | F | A H | | | | | | H | | | | X | X | | | | | | | | X | | | | | | 80 |
| CUPRO-NICKELS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cupro-Nickel, 30% | E | E | F | NR | E | E | E | A H | | | A H | a | | H | | A | | | | | | | X | | | | | | | | | | 20 |
| Cupro-Nickel, 10% | E | E | F | NR | E | G | G | A H | | | A H | a | | | | A | | | | | | X | | | | | | | | | | | 20 |
| NICKEL SILVERS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nickel Silver, 65-18 | E | E | G | NR | F | NR | E | A H | A H | | | | | A H | A H | | | X | X | X | X | X | | | | | X | X | X | X | X | X | 20 |
| Nickel Silver, 55-18 | E | E | G | F | F | NR | E | H | H | | | | | H | H | | | X | X | X | X | X | | | | | X | X | | | | | 30 |
| Nickel Silver, 65-15 | E | E | G | NR | F | NR | E | A H | | | | | | | | | | X | X | X | X | X | | | | | X | X | X | X | X | X | 20 |
| Nickel Silver, 65-12 | E | E | G | NR | F | NR | E | A H | H | A | | | | | A H | | | X | X | X | X | X | | | | | X | X | X | X | X | X | 20 |
| Nickel Silver, 65-10 | E | E | G | NR | F | NR | E | A H | H | A | | | | | A H | | | X | X | X | X | X | | | | | X | X | X | X | X | X | 20 |
| SILICON BRONZES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| High-Silicon Bronze, (A) | E | E | G | E | E | F | E | A H | H | | a | a | A H | | | A H | | X | X | X | X | X | | | | | X | X | | | | | 30 |
| Low-Silicon Bronze, (B) | E | E | G | E | E | F | G | | | | | | A H | H | | A H | | | | | | | | | | | X | | | | | | 30 |

E — Excellent
G — Good
F — Fair
NR — Not Recommended

A — One or more annealed tempers
a — As hot rolled
H — One or more rolled or drawn tempers
h — As extruded

* Free-cutting brass = 100

Source: Copper & Brass Research Association

Meetings You May Want to Attend

First Listing

Business and Corporate Gift Show—New York Trade Show Building, New York, Sept. 28-30.

National Hardware Show—Coliseum, New York, Sept. 28-Oct. 2.

Industrial Electric Exposition—Penn-Sheraton Hotel, Pittsburgh, Nov. 16-18.

Previously Listed

SEPTEMBER

Sixth International Packaging Exhibition—Olympia, London, Sept. 8-18.

Public Works Congress and Equipment Show—Auditorium Arena, Seattle, Sept. 20-23.

Instrument Society of America—14th Annual Instrument-Automation Conference and Exhibit, International Amphitheater, Chicago, Sept. 21-25.

American Oil Chemists Society—Meeting and Exhibit, Statler-Hilton Hotel, Los Angeles, Sept. 23-30.

National Association of Purchasing Agents, 2nd District—13th Annual Southwest Purchasing Conference, Mayo Hotel, Tulsa, Sept. 24-25.

British Purchasing Offices Association—1959 Annual Conference and "Minibition," Folkestone, Kent, Sept. 24-26.

National Association of Purchasing Agents, 1st District—13th Pacific Intermountain Purchasing Conference, Claremont Hotel, Berkeley, Calif., Sept. 25-26.

National Association of Oil Equipment Jobbers—Annual Convention and Trade Show, Hotel Leamington, Minneapolis, Sept. 27-29.

OCTOBER

National Association of Purchasing Agents, 7th District—16th Annual Conference, Read House, Chattanooga, Tenn., Oct. 11-13.

National Institute of Governmental Purchasing—14th Annual Conference and Products Exhibit, Hotel Sheraton Cleveland, Cleveland, Oct. 11-14.

National Association of Purchasing Agents, 9th District—Purchasing Conference, Sheraton-Kimball Hotel, Springfield, Mass., Oct. 15.

American Production and Inventory Control Society—3rd Annual Convention and Technical Conference, Hotel New Yorker, New York, Oct. 16-17.

American Standards Association—10th National

Conference on Standards, Sheraton-Cadillac Hotel, Detroit, Oct. 20-22.

National Association of Purchasing Agents, 6th District—Conference, Dayton, Oct. 29-31.

NOVEMBER

Air Conditioning and Refrigeration Institute—Exposition, Convention Hall, Atlantic City, N. J., Nov. 2-5.

National Metal Exposition—Chicago, Nov. 2-6.

National Electrical Contractors Association—Annual Convention and 5th National Electrical Exposition, Fontainebleau, Eden Rock, Deauville, and Carrillon Hotels, Miami Beach, Fla., Nov. 9-12.

Milwaukee Association of Purchasing Agents—1959 Products Show, Milwaukee Auditorium, Milwaukee, Nov. 10-12.

National Retail Lumber Dealers Association—6th Annual Building Products Exposition, Cleveland, Nov. 14-17.

In the World of Sales

William B. Denniston has joined **Mystik Adhesive Products, Inc.**, Chicago as general sales manager. He had been general sales manager of **Panellit, Inc.**, Skokie, Ill.

Lawrence O. Seerden has been appointed general sales manager for **Standard Wire & Cable Co.**, Los Angeles.

Edwin P. Hay has taken the post of sales manager with the **Aircraft Controls Division, Gorn Electric Corp.**, Stamford, Conn. Hay had been with **Pan American World Airways**, New York, and **General Aniline & Film Corp.**, New York.

Edward H. Kendall has been promoted from sales manager to the new post of general sales manager, **Permanente Cement Co.**, Oakland, Calif.

Walter C. Johnson, sales manager of **Verson Allsteel Press Co.**, Chicago, has been named assistant vice president-administration. **C. J. Warmac** and **Paul C. Kjellstrom** have been appointed sales managers for the **Hydraulic Division** and **Mechanical Press Division** respectively.

William Rodgers has been advanced to senior vice president of **Blaw-Knox Co.**, Pittsburgh. He will continue as general sales manager.

John W. Decker has been made sales manager of **Shear-Speed Chemical Products**, Hazel Park, Mich.

Chester S. Johns has moved up to general sales manager at **Buhr Machine Tool Co.**, Ann Arbor, Mich.

Ernest W. Dockendorff, eastern district sales manager for **Tubular Rivet & Stud Co.**, Quincy, Mass., has been promoted to general sales manager.

J. J. Hague has been named manager of sales, with the responsibility of supervising all company sales divisions, at **Kaiser Gypsum Co.**, Oakland, Calif. **Joseph M. Angelo** becomes assistant manager of sales.

Robert E. Locke has joined **Stairbuilders**, a division of **American Stair Corp.**, McCook, Ill., as vice president in charge of sales. He had been sales manager of highway products with **Kaiser Aluminum & Chemical Corp.**, Oakland, Calif.

What you should know about



Does your corrugated box

For most products, proper interior packing is one of the most important factors in corrugated container design. Through its careful selection you can often prevent a costly chain reaction of damage claims and rejected shipments.

How much and which types to use will depend primarily on your product, its construction, how it is normally handled and shipped as well as the type of protection needed. You may find, for example, that *anchoring* the contents is paramount. Some packing pieces are made expressly for this purpose. Others *cushion* against impact and vibration. Still others are used to *separate* packed units. A fourth groups primary job is to *suspend* the contents within the container.

The forms of interior packing are as versatile as the items they protect. A few of the most widely and successfully used types are described here:

SPRING PADS

Like innersprings, these accordion-shaped pads help dissipate and cushion shock. Their buffer action absorbs vibration



STEELMAKING FACILITIES at Acme's new Riverdale, Ill. plant will go far in solving steel supply problems for both Acme and its customers.

\$33 Million Plant Solves a Buying Problem

Acme Steel Co.'s Mill Will Turn out Billets, Steel Slabs; Capacity is 450,000 Tons a Year

Chicago—Acme Steel Co.'s new \$33 million steelmaking plant is expected to solve one of the company's biggest purchasing problems.

In recent years, Acme has found it increasingly difficult to obtain enough semi-finished steel to meet growing customer requirements.

Now, however, when the new plant reaches capacity opera-

tions, it will produce a major share of the steel slabs and billets required in the manufacture of the company's products.

Besides solving a purchasing problem, Acme, a major manufacturer as well as a fabricator of steel products, claims its new production facilities have industry-wide significance.

Frederick M. Gillies, board chairman of the company, said

the plant combines the use of continuous hot blast cupolas and top blown oxygen converters for the first time in the U. S.

He said the results are lower initial capital investment, high quality product, and more economical production costs.

The initial capacity of the facilities at Riverdale, Ill. is 450,000 ingot tons a year.

Combined with Acme's Newport, Ky. plant, the company now has a total annual capacity in excess of one million ingot tons.

"The new steelmaking plant will contribute substantially to the advancement of Acme Steel Co. in the years ahead," said Gillies, "by insuring an adequate supply of raw material at lower costs, and improving quality and service to an expanding list of customers with special steel requirements."

Electrical Equip. Industry Sales Up

Schenectady, N. Y. — The electrical equipment industry's "buy now" campaign, aided by the recent series of turbine price cuts, has stimulated a shower of orders.

General Electric Co. reported last week that it has contracts for more than 2 million kw. of heavy generating equipment. This is more than the total combined orders of all producers of such equipment in 1958.

Westinghouse Electric Corp., G. E.'s biggest competitor in the steam generator field, is reported to have orders for about 1 million kw. on hand.

"The steam turbine-generator order outlook for 1960 is even better," commented W. S. Ginn, G. E.'s vice president and general manager of the turbine division. "We expect 1960 to be an excellent year for orders, resulting in higher employment levels in 1961 and '62."

Fire and Explosion Guts 2 Oregon Lumber Mills

Portland, Ore.—Fire and explosion knocked out production at two Oregon plywood mills last week. Each plant normally yielded 7.5 million sq. ft. of plywood per month.

Fire gutted the Linn Plywood Corp. plant at Albany, Ore. The estimated loss totaled over \$1 million.

At Tillamook, Ore., a boiler room explosion hit the Tillamook Veneer & Co. plant, which has closed for repairs taking 10 days or more.

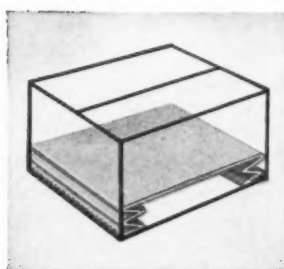
Colton Constructs Plant For Punch, Die Output

Detroit—Arthur Colton Co. has expanded its production facilities to meet needs resulting from the purchase of the Hope Filler Co. and a manufacturing arrangement with Alpha Engineering Works.

Colton is constructing a new plant in Elk Rapids, Mich., to manufacture punches and dies formerly made at the firm's Manelona, Mich., facilities.

interior packing for Union Boxes.

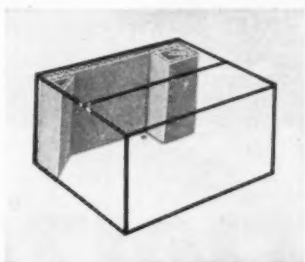
need an "innerspring mattress"?



packaged product and sets up harmonic resonance.

CORNER PIECES

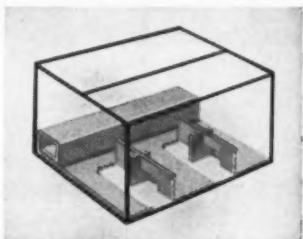
These units "round off" the corners of the box's interior—provide extra protection at these vulnerable points. They cushion against crushing caused by improper stacking and impact resulting from humping or switching of freight cars, throwing, dropping and other shipping hazards that might squeeze or otherwise damage the contents.



DIE CUT SHEETS

Die cut inner packing comes in an almost limitless range of shapes, sizes, thicknesses. It can be made to perform practically any protective function. The pieces nearly always are tailored around the product—usually a fragile article, an item of irregular shape or one of unbalanced construction. Die cut inner packing is being used increasingly today because of the wide variety of items now shipped in corrugated containers.

Interior safeguards recommended or developed by Union-Camp are saving many companies thousands of dollars annually in packaging costs. Not to mention untold dollars that have been saved through the elimination of shipping damage. Whatever your product, your Union Box representative will be glad to work with you in determining the most efficient and economical approach to your particular packaging operation.



Write for free, informative booklet "Interior Packing of Corrugated Boxes"



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Western Division—4545 W. Palmer, Chicago, Ill.

Plants Expand to Meet Big Packaging Demand

DuPont Polyethylene Factory Nears Completion, Fibreboard, Stone Corp., Alcoa Eye New Markets

Packaging manufacturers are pushing construction, expansion, and modernization programs into high gear to meet growing demand for all types of packaging.

They also are continuing research and development activity at a rapid clip to keep pace with changing industrial needs. It all spells continued availability of "custom" packaging for the purchasing agent.

Richmond, Va. — DuPont's first major plant for the production of polyethylene film for packaging is nearing completion.

Production equipment already is being installed in existing buildings here, formerly used for making rayon. The company plans a 12,000 sq. ft. addition to these buildings and expects to begin production early in 1960.

DuPont's polyethylene film pilot plant at the Sabine River Works, Orange, Texas, now is turning out packaging film that combines high impact strength with excellent appearance and printability. This film will be available only in limited quantities, however, until the new facilities here go on stream.

Phoenix, Ariz. — Fibreboard Paper Products Corp. expects to complete construction on its new integrated shipping container plant by the end of the year.

The main feature of the plant's operation will be an 85-in. corrugator, the first modern machine of its kind in Arizona. It will convert paperboard from Fibreboard's western mills into corrugated board for shipping.

Chicago — The Stone Container Corp. expects to strengthen its position as a supplier of complete packaging service with the purchase of Acme Carton Co., Chicago, manufacturer of folding cartons and set-up boxes.

Stone Container said the operation will continue as Acme Carton Div. of Stone Container Corp. It becomes the third package-manufacturing division in Chicago for Stone Container, whose operations now include four container plants, five carton plants, and three paper board mills.

Pittsburgh — Aeroprojects Inc. and Aluminum Co. of America have developed a new technique in high speed ultrasonic seam welding of aluminum, which holds special promise for container and packaging makers.

The technique now makes it possible to use ultrasonics for seam welding light gauge sheet and foil in thicknesses ranging from 0.006 in. to 0.010 in. at speeds in excess of 30 ft. per minute. It is estimated that this rate will be doubled soon.

The packaging industry has been considering ultrasonic welding of aluminum as a way to achieve increased production and greater economies.

Alcoa believes this new development may provide the answer for more vigorous aluminum competition with the conventionally soldered steel can.

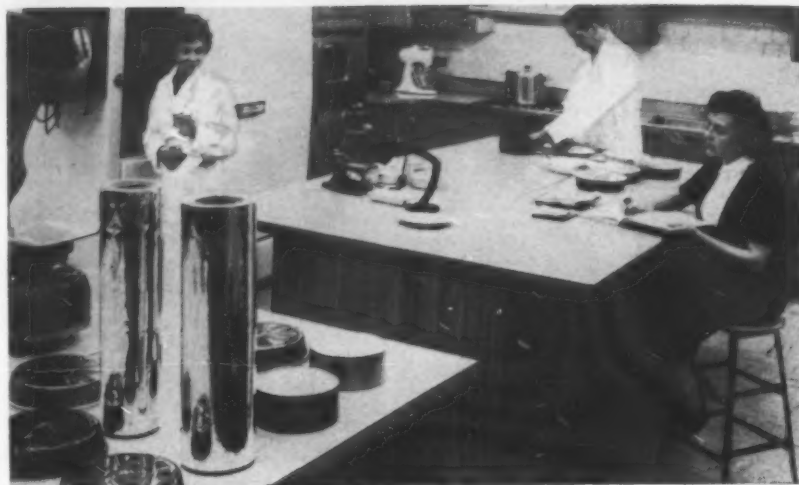
Chicago — The expansion of

Kaiser Aluminum & Chemical Corp.'s packaging research and development center is nearing completion, more than doubling the size of the original laboratory.

The new facilities will be devoted to developing further end uses for aluminum foil, improving currently used packages, and assisting customers in the adaptation of foil packaging materials. Recently installed equipment

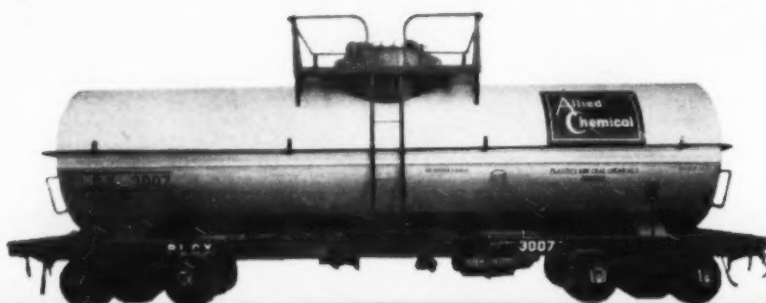
includes a pilot plant capable of coating, printing, and laminating aluminum foil to a wide variety of materials, such as paper, board, and plastic films. A modern kitchen is completely furnished for practical experiments with different types of foil packaged food products.

Among the other features of Kaiser Aluminum's expanded research center are a package design department, and an engineering section where machinery, dies, and foil containers are designed.

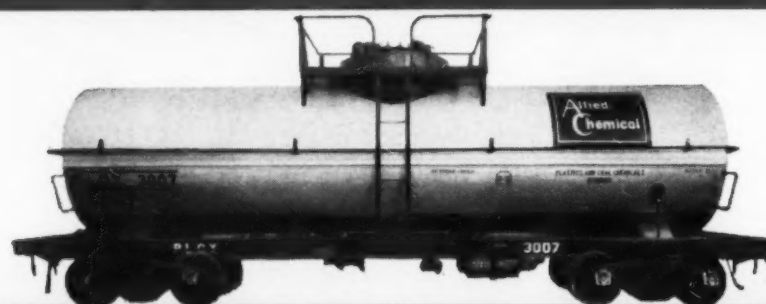
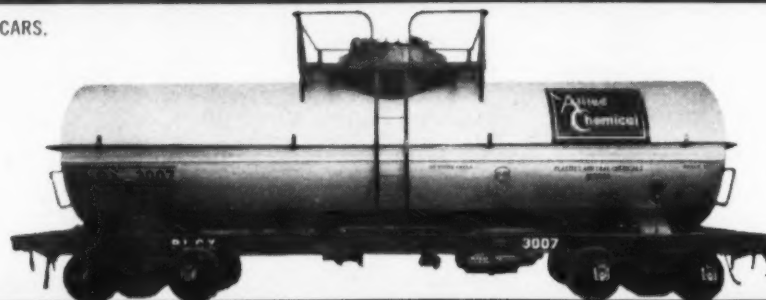


PACKAGE TESTING under simulated home conditions is only one of many activities at Kaiser Aluminum & Chemical Corp.'s research center.

...now made in Toledo, too, for added stability of supply that enables you to cut costs by cutting your inventory



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costs by carrying your plasticizer inventory for you. Efficient handling and shipping in modern stainless-steel tank trucks assure next-day delivery from any of 9 key cities. Just phone the office nearest your plant:

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| Chicago | Michigan 2-1800 | Newark, N. J..... | Mitchell 2-0960 |
| Cleveland | Henderson 2-2020 | Philadelphia | Jefferson 3-3000 |
| Detroit | Vinewood 2-4400 | | |

PLASTICS AND COAL CHEMICALS DIVISION
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F. Albert Hayes, Dr. Howard T. Lewis Will Head A.M.A.'s Materials Seminar

New York—Materials management counselor F. Albert Hayes and purchasing educator Dr. Howard T. Lewis will head an American Management Association's purchasing orientation seminar, to be held Sept. 14-18 at the Hotel Astor here.

The A. M. A. also will open a 3-day purchasing workshop seminar in Chicago and a 5-day orientation session on integrated materials management at Saranac Lake, N. Y., starting on the same date.

A Chance to Air Problems

The New York program, dealing with organization and management of the purchasing function, will offer all registrants a chance to air individual purchasing problems and to develop a draft purchasing manual for their companies.

Fifteen experts will cover organizational, financial, technical, and psychological aspects of the purchasing function.

Co-chairman Hayes, consultant editor to PURCHASING WEEK and former vice president of purchas-

ing at Bigelow-Sanford Carpet Co., says the seminar will show P.A.'s the way to top dividends in purchasing management. Hayes is an expert on purchasing manual preparation.

Lewis, professor emeritus of marketing at Harvard Business School and former editor of the Harvard Business Review, just returned to the U. S. after leading seminars on materials management and value analysis in Europe.

THE 1960 N.A.P.A. CONVENTION committee, setting its sights on the forthcoming meeting, has chosen the Los Angeles Biltmore Hotel as the site for next year's 45th Annual International Convention to be held May 22nd through May 25th. The hotel is currently engaged in a mammoth modernization program, including air conditioning and re-decorating of restaurants, guest rooms, banquet rooms and other facilities.



Distributors and Buyers Snuggle Close in Dallas To Promote Local Buying

Dallas—Industrial distributors in the Dallas-Fort Worth area are snuggling closer to local purchasing agents.

In an effort to sell industry on the advantages of buying locally, the North Texas Industrial Distributors Association has been inviting P. A.'s to participate in panel discussions at distributor meetings. The group said the program has generated so much interest from both sides that it plans to devote every other meeting in 1959-60 to similar sessions.

"These meetings build better understanding between us," commented one distributor, "and they also give us an informal chance to ask the P. A.'s questions that might be too pointed otherwise."

The distributors plan to invite at least four, and preferably six purchasing agents for each panel in order to get a wide spread in industry and a variety of viewpoints.

Main points of discussion at previous sessions were buying foreign-made merchandise, buying from a local distributor vs. buying directly from the factory, simplifying paper work, and payment from invoice vs. monthly statement.

The association's next panel program with guest P. A.'s will be held in October.

Arkansas Purchasers Review Steel Picture

Little Rock, Ark.—Arkansas purchasing agents reviewed the steel strike picture in quickie talks at last month's N.A.P.A. association meeting here.

Participants were: Lou Griffin, Parts Warehouse, Inc.; Hugh McMillan, Arkansas Foundry; Doyle E. Scott, International Paper Co.; L. E. Tinnell, Lion Oil Division, Monsanto Chemical Co.; and Elmer H. Holshouser, Aluminum Co. of America.

Cut bearing bronze costs as easily as exact lengths slice off Asarcon® Continuous-Cast Bronze.

You can pay less for bearing bronze initially and later. For 4 reasons: 1) Asarcon 773 (SAE 660) is stocked in the exact lengths your shop needs. No short-end scrap to up costs. 2) Less diameter loss to pay for. Only 1/32" to 3/32" to clean up, not usual 1/4". 3) Less clean-up means less machining, time and expense. 4) Superior performance. Far more strength and hardness than other cast bars conforming to same alloy specifications; or you can replace more expensive alloys with Asarcon 773! Asarcon 773 is immediately available from stock in 260 sizes of rods and tubes, diameters from 1/2" to 9", any length up to 105", from a nation-wide network of distributors. Special shapes can be made to order. Write: Continuous-Cast Products Department, American Smelting and Refining Company, Barber, New Jersey, Whiting, Indiana. Kingwell Bros., Ltd., 457 Minna St., San Francisco. In Canada: Federated Metals Canada, Ltd., Toronto and Montreal.

CONTINUOUS-CAST DEPARTMENT OF

Man with an Angle: Purchasing Analyst Heinle Plots Inventory,

As inventories assume greater importance in determining overall company profits, purchasing's interest in inventory control has increased too.

Some purchasing men have been spurred to develop new techniques for selling the advantages of EOQ and other inventory control methods to management and other departments.

One is Lawrence W. Heinle of Kaiser Aluminum & Chemical Co.'s purchasing department, (photo, below) who has developed a visual approach—a 3-dimensional model that shows the close relationship between profits and inventory.

Heinle, senior purchasing ana-

lyst for Kaiser, developed his first plastic model in 1957. Since then he has used it to sell the value of economic order quantity to both purchasing and warehouse people. He has found that management grasps the EOQ approach easier with this visual aid. Once the concept is appreciated visually from the model, conven-

tional tables then are employed for routine decisions made by clerical personnel in daily operations.

In developing his first model with the aid of a computer, Heinle also developed a simple EOQ table. It requires knowing only the unit price and number used per year. The table now is used throughout Kaiser as well as other companies which have requested copies.

The first plastic model shows the family of parabolic curves that vary with purchase order

costs and inventory carrying costs. The table most commonly used by Heinle's company is based on procurement cost of \$12.50 per order and inventory carrying cost of 25%.

"But different values can be generated easily by computer to represent other costs," says Heinle. "In every case, however, the general appearance of the model is the same. No matter what values are used in your company, this model will help get across the initial concept. Then operating decisions can be

based on the resulting tables."

Larry Heinle is quick to point out that this inventory control approach is only a tool. It must be used with great judgment, not as a substitute for it.

"This model has limitations and assumes a constant rate of withdrawals from inventory," Heinle points out. "Changes in usage rates can be handled by using mathematical approaches such as statistical probability. And suitable refinements can adopt the model to fluctuating sales.

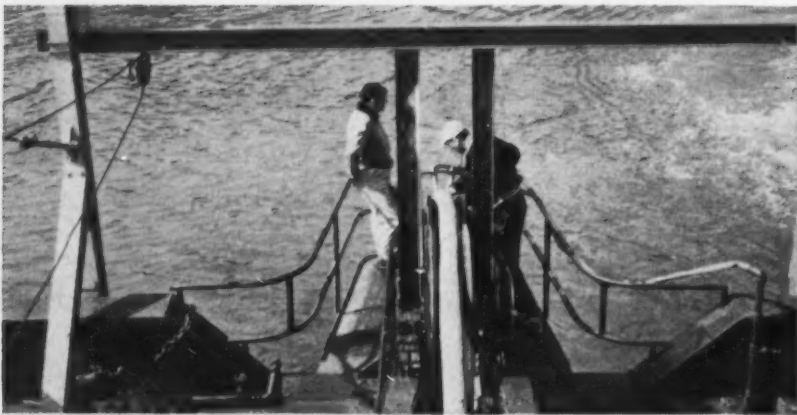
"But still it's fair to say that this basic model, even without refinements, can aid in solving many inventory or production management problems. If my company effectively used the system that this EOQ shows visually, we could cut our inventory carrying and procurement costs about 20%," says Heinle. "We could reduce the number of purchase orders by 20,000 annually and save \$200,000. At the same time we could reduce our \$3 million inventory of active stores items by about \$600,000."

Even though use of the system already has reduced raw material inventories appreciably at Kaiser, the system has not yet been completely adopted.

"The objections are endless," says Heinle. "But mostly they boil down to this: It takes real work to put such a new system

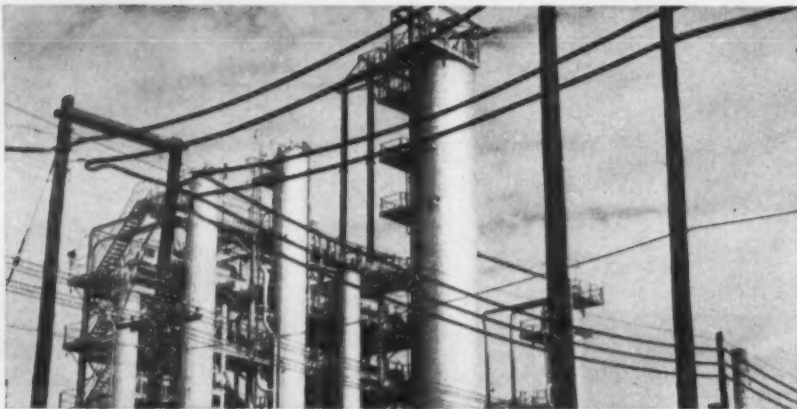
How Okonite solves your High-Voltage Distribution Problem

Reliable primary distribution is a must for efficient, economical operation. As the use of higher voltages increases, the problems of keeping primary distribution reliable increase too. But, whatever your specific need, Okonite has designed a construction that will do the job... like those shown here.



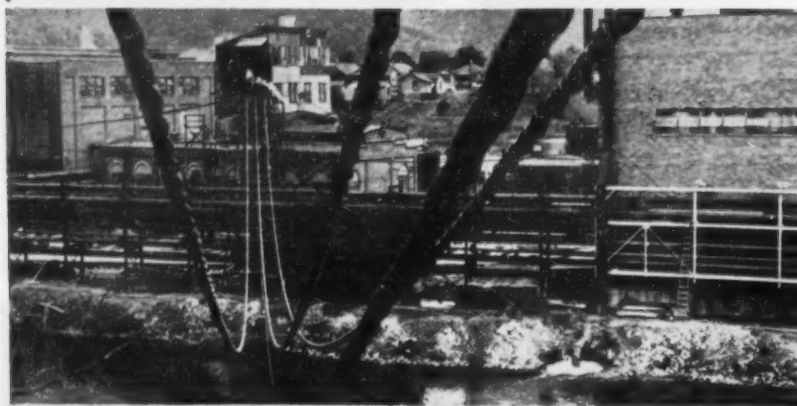
OKOLITE-INSULATED

This Okolite-insulated 25kv submarine power cable, installed by Bonneville Power Administration under Puget Sound, was 7½ miles long, weighed ¾ million lbs. It is typical of the many Okolite-insulated cables designed to solve specific high voltage power problems. Other constructions for underground, aerial, duct or interior installation are frequently protected by an Okoprene (neoprene) sheath, compounded to Okonite's own formula for high weather, temperature and abrasion resistance. Okolite oil-base insulation has demonstrated in more than 30 years of service its high dielectric strength, moisture-resistance and stability in all types of installation conditions. All Okolite-insulated cables must withstand self-imposed a-c and d-c voltage tests that are highest in the industry.



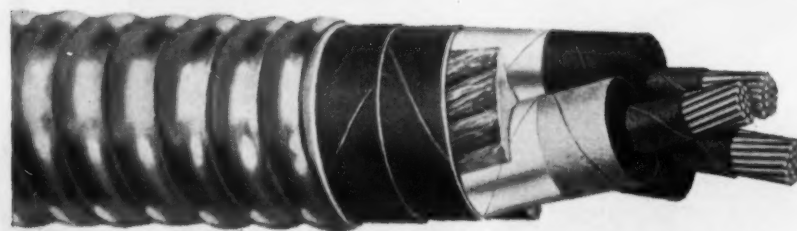
OKONEX-OKOPRENE

This Okonex-Okoprene 15kv primary distribution system was installed to save space, eliminate safety problems and provide improved voltage regulation at Magnolia Petroleum's 1500-acre refinery near Beaumont, Texas. Okonex (butyl-base) cables are highly resistant to heat, and are often specified to give additional protection in high ambient parts of the plant or to provide additional ampacity in circuits. The Okoprene sheath provides excellent protection against moisture and corrosion as in Magnolia Petroleum's refinery where there was a high moisture-saline content in the air plus chemical atmospheres at many of the processing units.



SELF-SUPPORTING CABLE

These four 7500-volt Okolite-Okoprene self-supporting aerial cables span 395 feet to distribute power to a section of a Southern paper mill. Easy to install in one simple operation, Okolite-Okoprene self-supporting aerial cable reduces clearance space requirements, is neat-appearing, often may be installed on existing buildings or supports, offers greater safety to personnel and eliminates insulator flashover due to contamination. Okonite's patented Dualay assembly can be tapped hot at any point in non-shielded types.



LOXARMOR

And on any high-voltage construction, a Loxarmor covering offers economy and flexibility in a cable system where the complete protection of a rigid conduit system is not required. Excellent mechanical protection is provided by a Loxarmor interlocking "S" tape available in galvanized steel, aluminum, bronze or copper. Loxarmor saves money in installation and initial purchase costs, makes it easy to add or re-route circuits and requires less space than conduit to handle the same number of circuits.

One of these high-voltage cable constructions will fill your requirements. Write for Bulletin PS-1117, "How to Choose Insulated Cable," to The Okonite Company, Subsidiary of Kennecott Copper Corporation, Passaic, New Jersey.



where there's electrical power... there's **OKONITE CABLE**

7090



"By using EOQ system we can cut inventory carrying and procurement costs 20% — Heinle."

into effect—and we seem to be getting by with what we're doing now."

It was partly to overcome this attitude that led Heinle to develop his second visual model (see sketch, above, right) that shows the total business picture related to inventory. His newest model relates forecasted annual sales to both price and inventory. It illustrates the break-even parameters in inventory and sales and the area of maximum profit. "We felt," says Heinle, "that if we could show management an understanding of its problems through such a model, they might ask us to help solve some of them. This model can be used not only by purchasing but by the marketing manager, the controller, or by top executives in determining the merits of various proposals for investing capital in relation to return on investment."

To develop his second model, Heinle started with his first. In his basic formula for sales-price-inventory he substituted values (page 23) for EOQ. What he came up with was a formula for total costs, including procurement and carrying costs. The calculations for producing the

Profits in 3 Dimensions

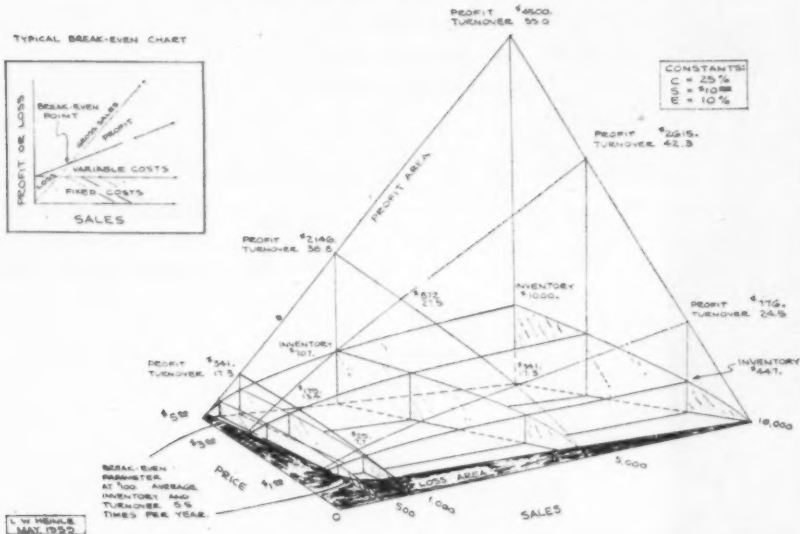
3-D model then were determined by computer.

This second model is a three-dimensional break-even chart showing inventory investment and turnover as well as the other business values listed in the formula below. Heinle claims one can be developed for any busi-

units, and average turnover in dollars.

After programing several such examples on the computer, Heinle observed some interesting relationships between inventory and other aspects of operating a business. He calls them the "rules of inventory". Two are:

Sales-Price-Inventory Model



ness in which costs or production or sales costs can be divided into the following four categories:

• **Fixed Costs** that do not change with total number of units produced or orders processed, i.e. taxes or plant investment.

• **Variable Costs** that increase or decrease in proportion to total number of units produced, i.e., cost of raw materials.

• **Variable Costs** that vary proportionally to number of batches processed through the plant, i.e., cost of writing purchase orders.

• **Variable Costs** that increase or decrease in proportion to average investment in inventory, i.e., insurance on goods in stock.

If all costs of production or sales can be divided into these four categories, then it is possible to develop a similar model from the total cost formula Heinle has developed.

Values can be determined for gross income, total variable cost, profit or loss excluding fixed costs, economic order quantity in

• **Rule 1.** If gross sales increase with the same variable costs, then average inventory, turnover, and profit all increases. But, if turnover remains constant, inventory increases and profits decrease.

• **Rule 2.** The area of greatest profit is at the highest gross sales point. But long before this point is reached, inventory management is faced with out-of-control conditions, i.e., inventories of less than one week or more than 2 years.

Examples: With procurement costs of \$10, limits for average inventory are reached below \$10 and above \$1,414. With procurement costs of \$100, these limits are \$100 and \$24,038.

Heinle admits that these rules may seem complicated but they do point up fundamental relationships of purchasing to the profits of the company.

Their major value may be in relating forecasted annual sales to both price and inventories.

Formulas for Developing Models

EOQ Model

$$\text{Economical Order Quantity} = K \sqrt{\frac{\text{Usage}}{\text{Price}}}$$

$$K = \sqrt{\frac{2SQ}{UC}}$$

S = Variable Cost/batch

Q = Number Units Used/period

U = Variable Cost/unit

C = Variable Cost of carrying inventory (%)

Sales-Price-Inventory Model

$$\text{Total Cost} = F + UQ + SQ/L + UCL/2$$

F = Fixed Cost

L = Number Units/Lot

L/2 = average inventory

Q/L = number of batches

By eliminating the fixed costs for short runs and substituting EOQ for L, the formula for Total Variable Costs is:

$$\text{TVC} = UQ + \frac{SQ}{\sqrt{EOQ}} + \frac{UC}{2} \sqrt{EOQ}$$

This formula can be programed on a computer. By adding an amount to represent an arbitrary earnings on sales, answers then may be determined for gross income, total variable cost, profit or loss (excluding fixed costs), economic order quantity (in units), and average inventory (in dollars).

Snap-ring grooves in this 12" O. D. thin-section *Reduction Drive Gear* are machined before carburizing and hardening. Both spline and gear teeth are ground and held to .001" eccentricity after hardening the entire gear.

When you
DRIVE
for profits,
GEAR
with

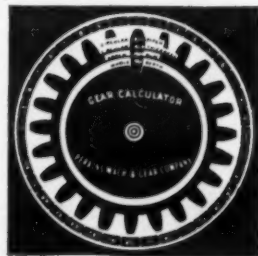


PERKINS

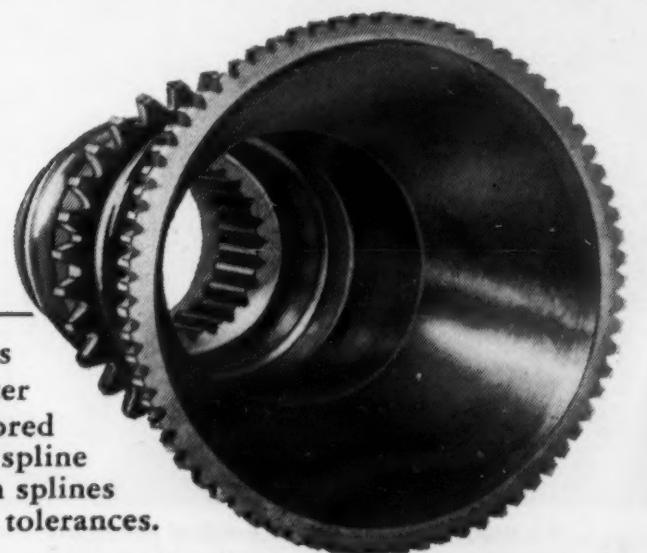
MACHINE AND GEAR CO.

Dept. 4J West Springfield, Mass.

This Handy Gear Calculator, easy to use, saves time. Folder illustrating Perkins custom precision gears and facilities offers information. Both yours on request.



Men who *know* will tell you that custom precision gears made by Perkins can eliminate many design, production and maintenance headaches — literally help you drive for better profits. When you want precision gears in experimental or production quantities, chances are you'll save time and money by checking with Perkins first. What is your gear problem today?

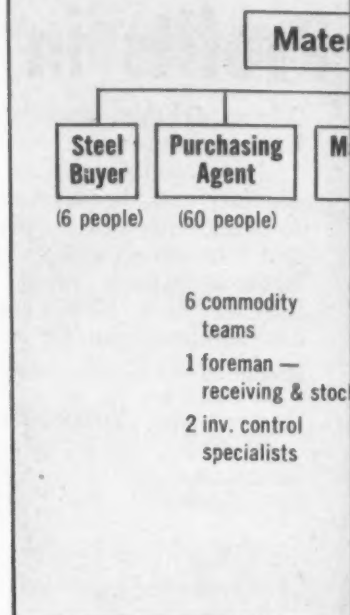


Most machining operations on this *Drive Gear Shaft* are performed after localized hardening with the cored areas at Rockwell C42. External spline and gear teeth are ground with splines held to precision tolerances.



ELECTRONIC HEART of system is under supervision of H. B. Hamilton (right) manager of operations for data processing.

For P.A. Ed Munson (left) Univac computer produces weekly inventory and other reports needed in purchasing raw materials and parts.



1. DEPARTMENT ORGANIZATION
inventory control specialists
control. Close cooperation

Purchasing's Growing Role

8 Elements in

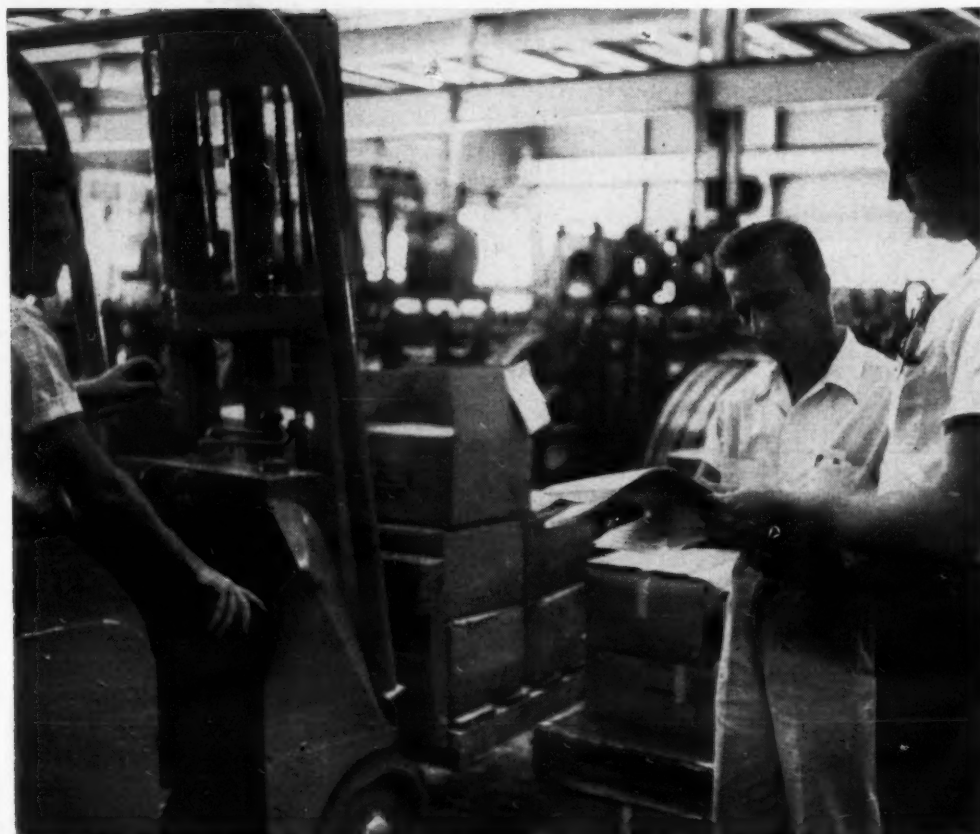
A General Electric dollar goes for many things. It includes many ways to control costs and manage production (time information) g

The pay-off for purchasing in computerized material control is:

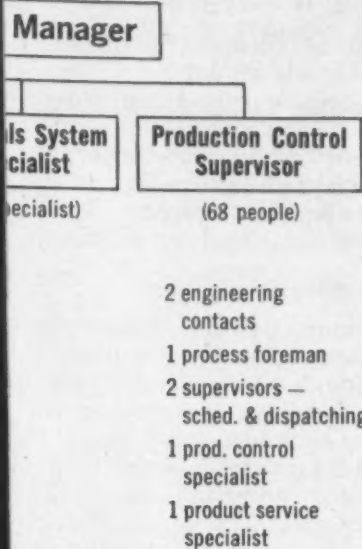
- Accurate in-plant parts inventory
- Ability to shift buying quickly to meet changes
- Lower obsolescence—reduced by 84%
- Daily knowledge of rejects and scrap
- Reduced premium freight and demurrage—down 66% and 96%
- Product service pieces on back order—85% less



8. STROMBERG TRANSACTORS are final link in information system. At data collection centers throughout factory nine transactors will send taped production information to Univac.



7. STOCKING ASSEMBLY LINE is responsibility of stockkeepers who report to purchasing. Parts breakdown list and assembly line requirements are printed by computer. Stockkeeper delivers only what daily production record calls for.



Univac emphasizes strong reliance on computer in both purchasing and production. Communication between departments is essential.



2. PRODUCTION CONTROL CENTER knows what happens to raw material in plant. Hourly records plot progress of steel inventory representing 20% of purchases.



3. HANCOCK TELECONTROL for each metal press records production. Univac uses information to update inventory by 7 a.m. each day.

Better Material Control

Home Laundry Dept., 68¢ of the product cost is lost. As production at Appliance Park grew (to include washer and dryer models in various colors), the need for better control was evident. Now an integrated material control system using a computer for rapid processing of routine orders is purchasing a stronger voice in material control.

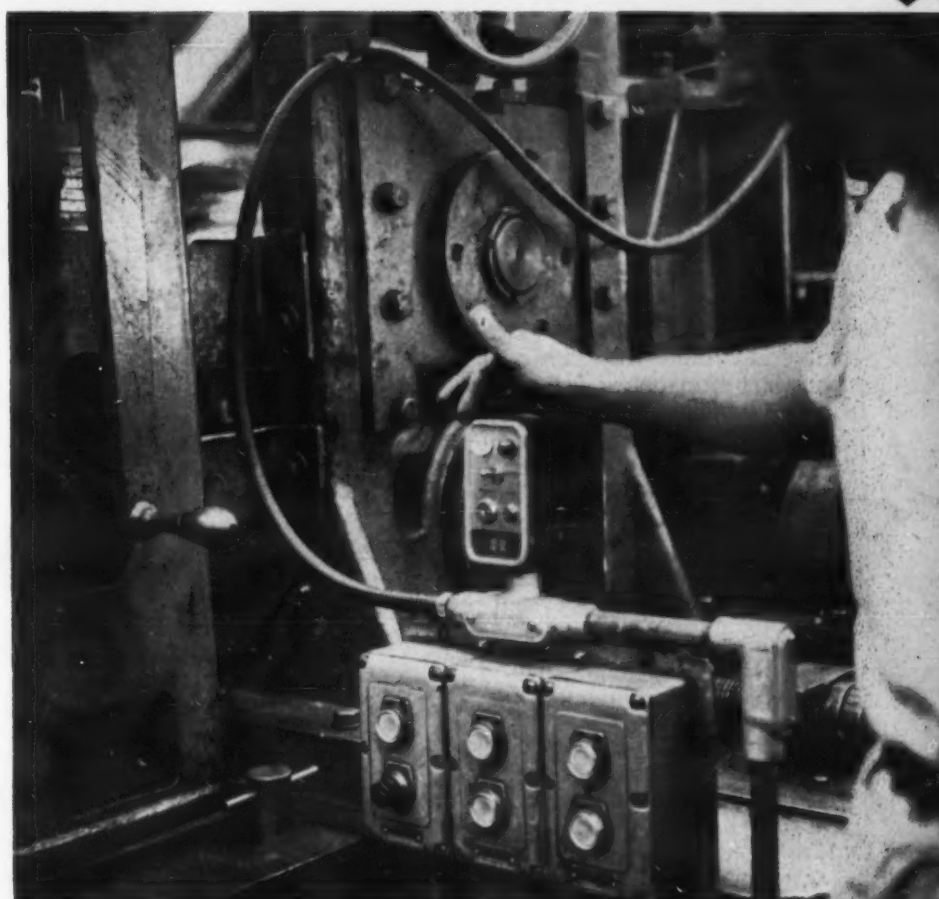
Greater inventory turnover—increased 200%

Lower total inventory—cut by 66%

Fewer people for same volume—head count 21% lower

Chance to measure performance 4 ways through computer reports:

1. Vendor Ratings
2. Material Variance
3. Operating Expenses
4. Critical Shortage List



4. SWITCH AT PRESS on production floor allows operator to signal in case of trouble. Flashing red light alerts production or maintenance foreman. Flashing green light says parts are being produced on schedule.



6. TELETYPE MACHINES transmit data quickly and accurately to control system. Purchase orders and receipts (above) are created and transmitted via teletype. Accurate information is immediately available to Univac computer.



5. PEN AND INK record every stroke of presses. Dark sections denote continuous production; white gaps denote inoperative machine. Visual record complements count on telecontrol in deciding on material usage.

Profitable Reading for Purchasing Agents

New Books

Products and Processes

Mechanical Engineers' Handbook. Sixth edition. Edited by Theodore Baumeister. Published by McGraw-Hill Book Co., 330 W. 42nd St., New York 36, N. Y. Various pagings. Price: \$22.50

Plant Engineering Handbook. Second edition. Edited by William Stanier. Published by McGraw-Hill Book Co., 330 W. 42nd St., New York 36, N. Y. Various pagings. Price: \$23.50

Both handbooks are aimed at engineers. But they make a useful reference source for purchasing agents faced with plant buying problems. Products and processes in a wide range of fields are thoroughly discussed. The Mechanical Engineering Handbook covers virtually every aspect of mechanical engineering. The Plant Engineering Handbook details what equipment and techniques are needed to make an individual plant run efficiently and economically.

Included in the Mechanical Engineers' Handbook are sections on numerical analysis and computing machines, aerodynamics, jet propulsion, atomic power, automobiles, instruments and controls, compressors and gas turbines, lubricants and lubrication, welding, machine shop practice, pumps, refrigeration, illumination.

The Plant Engineers' Handbook covers the essentials of good practice in the economic, mechanical, chemical, and power areas of modern industrial plants.

The discussion of most of the products covered in the handbook could serve as a guide for buying. For instance, the section on industrial rubber hose describes various types of hose, where they are used, and what they need in the way of maintenance. Armed with this knowledge, a purchasing agent can do a better job of specifying and buying.

Polishing Your Math

Business Mathematics — Principles and Practice. By R. Robert Rosenberg and Harry Lew's. Published by Gregg Publishing Division, McGraw-Hill Book Co., 330 West 42nd Street, New York 36, N. Y. 560 pages. Price: \$3.84

As the day-to-day job of the purchasing agent becomes more difficult and complex, mathematics and mathematically related skills increase in importance. The purchasing agent who wants to keep ahead should have a basic guide book handy for ready reference.

Actually, this excellent basic study has grown with the expansion of the business community. Now in its fifth edition, the book provides the layman with a thorough step-by-step guide to the understanding of basic business mathematics problems.

Business records, graphs, shipping costs, and interest rates, are all among the host of specific situations that the book delves into in its second section. This most vital group of chapters is preceded by a thorough step by step review of the basic concepts of mathematics, from addition and subtraction to fractions and percentages.

Climbing the Ladder

How to Become a Top Executive. By Harold Whitehead. Published by Thomas Nelson & Sons, 19 East 47 Street, New York 17, N. Y. 189 pages. Price: \$3.50

Recognition always has been one topic of major concern to many purchasing agents as the purchasing profession works its way toward a higher position in management.

This practical guide, written by a leading British management

consultant, provides some important "do's" and "don't's," as part of the process leading to business success. But besides this advice, the book will provide you with an insight into top-level jobs and their responsibilities, and some of the problems of operating from that level.

This book is by no means an answer to the success question for anyone. But it can provide some interesting clues to management development and it does give a few hints that the up-and-coming purchasing executive will

find of value in the pursuit of his career.

From the — Manufacturers

Industrial Transformers

Catalog TR-60. Lists over 1,000 items including micro-miniature transformers and those used for transistor application. Tread Transformer Corp., 4055 Redwood Ave., Venice, Calif.

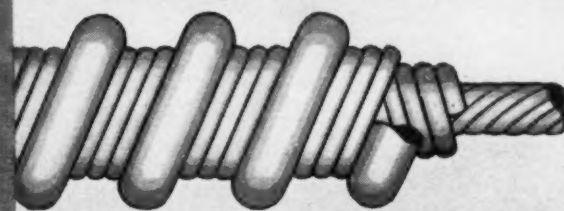
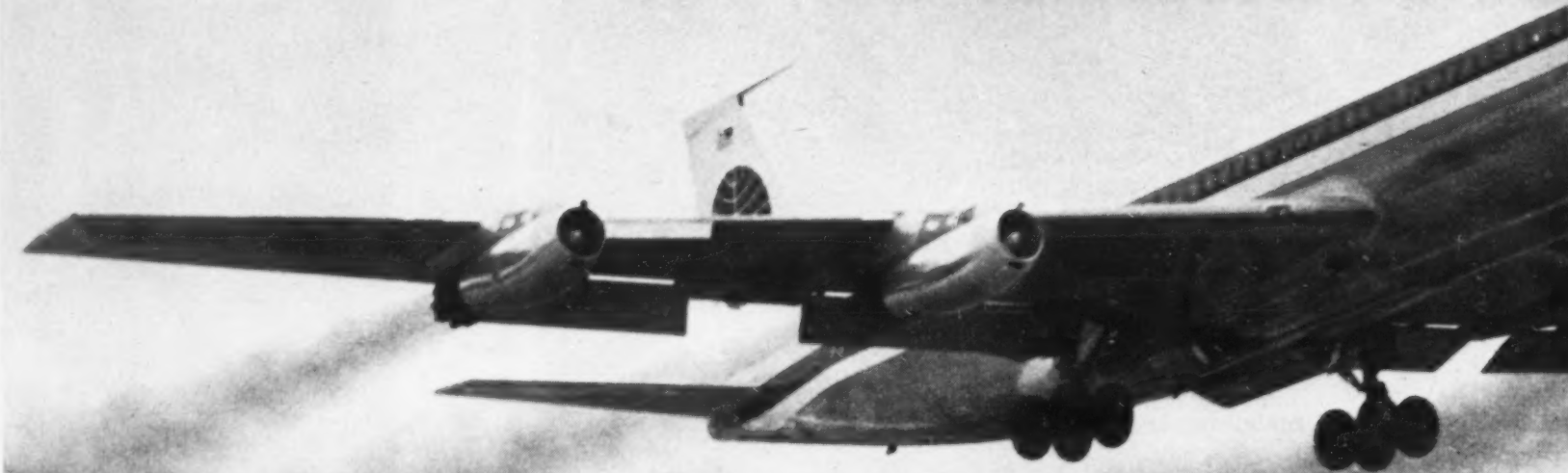
'The Right Polyglocol'

Used as chemical intermediates. Already established in textile, rubber, metalworking, plastics, petroleum, printing inks, etc. Gives method of manufacturing for polyglycols also. Technical Service & Development, Dow Chemical Co., Midland, Mich.

Polyurethane Rubber

Brochure S-5125. Describes new rubber compound Neothane. It is liquid during manufacture and has few limitations on shapes, irregular contours, or fine details. Is said to perform better than metals for properties requiring toughness, resilience, and abra-

How NS solved another special wire problem



REMOTE CONTROL cable for jet aircraft is made of layers of high-tensile National-Standard wire wound around a stranded core. Heavy outer wire provides helix or worm-gear surface for meshing with hobbled wheels.

Photo courtesy Pan American Airlines

sion resistance. Dept. 794, Good-year Tire & Rubber Co., Akron 16, Ohio.

Strip Coating of Metals

Bulletin No. 500. Describes strip coating process and data on each component in the line. Pictures 2-page diagram of a complete strip coating process. J. O. Ross Engineering, 730 Third Ave., N. Y. 17, N. Y.

Air Conditioners

Catalog No. 570. Describes Acme's complete line of Model Pac air conditioners. Produced in models ranging from 20 to 60 tons. Features one-side accessi-

bility. Bulletin covers construction details, cooling capacities, compressor motor horsepower, etc. Acme Industries, Inc., Jackson, Mich.

Dry Dust Collector

Bulletin 291A. Describes operation of Amerclone dry centrifugal dust collector for large exhaust volume of granular dust. Sizes covered range from 3-cell to 24-cell units. American Air Filter Co., Louisville 8, Ky.

Drilling Machines

Catalog 1T. Outlines turret head, speed, depth, automatic cycle assembly, work positioning

tables, etc. Describes drilling technique with six spindles working on a single axis. Technique is said to increase production five times more than gang-type drill presses. Brown & Sharpe Turret Drilling Div., 20 Fitch St., East Norwalk, Conn.

Waste Disposal Systems

Discusses how Somat waste disposal system takes in refuse—chews it into fine compact pulp—renders it odorless—and discharges it to haul-away containers. Gives both known and hidden costs of conventional waste disposal. Wandel Machine Co., Pomeroy, Pa.

Numerical Control

Publication GER-1581. Explains how numerical control systems for machine tools completely direct automatic production. Discusses numerical positioning and contouring control. General Electric Co., Schenectady 5, N. Y.

Belt Idlers and Pulleys

No. 5980 (72 pages) bulletin. Gives complete line of welded steel pulleys for belt conveyor, bucket elevator, and package-duty service, plus information on Rex rated idlers. Chain Belt Co., Sales Promotion Dept., Milwaukee 1, Wis.

High-Vacuum Distillation

Outlines various centrifugal stills and topics like choosing a still, testing services, and custom distillation. Consolidated Electrodynamics Corp., Rochester Div., 1775 Mt. Read Blvd., Rochester 3, N. Y.

Centerless Grinding Mach.

Catalog 1328. Employs a grinding wheel slide with rotating feed screw for precise wheel feed. Regulating wheel speeds for grinding and truing are independent and are adjustable from 8 to 66 rpm. Is designed for manual control, but an automatic plunge feed is available. Norton Co., Worcester 6, Mass.

Formica Fact Book

(206-pages) Describes over 50 industrial Formica laminated plastic grades ranging from truck wheels to printed circuits. Illustrates each product showing its primary function. Listing gives information on physical, electrical characteristics, and other uses for the products. Formica Corp., 4614 Spring Grove Ave., Cincinnati 32, Ohio.

'Phosphor Bronze'

Phosphor bronze wire, bars, rods, strip, circles, and other Riverside-Alloys. Also notes applications for these alloys. Tells of various forms in which phosphor bronze can be produced. H. K. Porter Co., Inc., Riverside-Alloy Metal Div., Riverside, N. J.

Metal Packings

Bulletin AD-166 (24 pages). Describes metal packings for pumps, engines, and compressors. Discusses temperature, pressure, testing, service facilities, free-floating metal packing, etc. The Garlock Packing Co., 438 Main St., Palmyra, N. Y.

Where Can I Buy?

Do You Know the Source?

We have requests from several of our readers for help with their source of supply problems. If you have any information on where they can obtain the materials and products they are looking for, write them. And while you are doing so, would you send Where Can I Buy? a carbon copy of your reply.

Emilio Mercado, Jr., Rab Electric Mfg. Co., Inc., 605 East 132nd St., New York 54, N. Y.—"I am interested in locating a manufacturer of a sealing compound that is used with explosion-proof fittings. The compound I am interested in is a sort of cement mixed with water, that hardens within 18 to 24 hr. at room temperature or within a few minutes upon application of heat. With this compound, a packing fiber is used to form a dam around the wires to prevent the compound from flowing into the conduit."

R. A. Simpson, Libby, McNeill & Libby, 200 South Michigan Ave., Chicago 4, Ill.—"Can you help us find a source of supply for tapered steel drums, the purpose being to ship citrus concentrate that has been packed in a polyethylene bag? We favor the tapered drum for the reason of its ability to nest when shipping the empty drums back to the packing plant."

Special National-Standard wire helps fly new jet-liners

When the age of commercial jet transportation in the U.S. began last January, giant jet-liners inaugurated flights across the country at speeds over 600 mph. To control these new aircraft swiftly and easily requires control cables of the utmost reliability, efficiency and endurance.

NEW COMMERCIAL JET-LINERS, as well as many military aircraft, are flying now with a unique remote control cable system made of special high-tensile wire wound around a stranded core with a heavy outer wire of stainless steel wound to a pitch of 10 per inch. This outer wire acts as a helix to engage hobbled wheels within the various system control boxes.

NATIONAL-STANDARD ENGINEERS worked closely with a control-cable system manufacturer to develop wire of just the proper alloy and rugged physical properties required to withstand extreme tempera-

ture and flight stress variations. National-Standard submitted wire samples to microstructural studies and physical tests to assist the customer in determining the conditions that would allow bending cable around pulleys without giving a permanent set to the cable. In addition, alloy steels with various coatings were tested to improve wear and galling resistance for various applications. The result was the development of a special stainless-steel wire that exceeded rigid specifications.

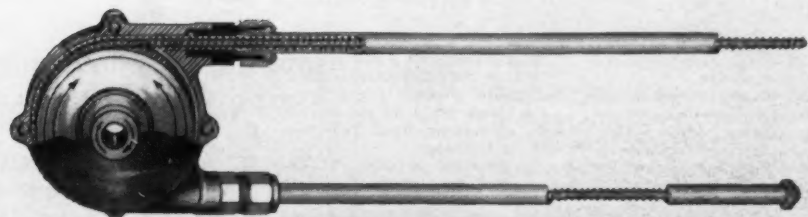
EXPERIENCED ENGINEERING HELP, of this kind, for jobs requiring high-quality wire to meet special or unique applications, is available to you from National-Standard. For any of the many thousands of applications where only special wire will solve the problem, let National-Standard engineers go to work for you. Write for additional information to National-Standard Company, Niles, Michigan.

Manufacturer of specialty wire and metal products

NATIONAL STANDARD



DIVISIONS: NATIONAL STANDARD, Niles, Mich.; tire wire, stainless, music spring and plated wires • WORCESTER WIRE WORKS, Worcester, Mass.; high and low carbon specialty wires • WAGNER LITHO MACHINERY, Secaucus, N. J.; metal decorating equipment • ATHENIA STEEL, Clifton, N. J.; flat, high-carbon spring steels • REYNOLDS WIRE, Dixon, Ill.; industrial wire cloth • CROSS PERFORATED METALS, Carbondale, Pa.; decorative, commercial, and industrial perforated metals.



FLEXIBLE CABLE engages accurately with specially hobbled wheels housed in control boxes. This combination requires special cable wire that will not take permanent set and will provide smooth, hard bearing surface for cable inside conduit.

NATIONAL-STANDARD engineers made intense microstructural and tensile studies of sample wire to find exact physical properties of the alloy to meet strict aircraft control specifications.



Foreign Perspective

Japanese Workers Ask for \$43.60 a Month

London—Petroleum is one product the Reds are finding difficult to unload here.

Britain has just turned down Rumanian suggestions that there might be a market here for oil from that country. The refusal follows the pattern of earlier talks with Russia where the U.K. made it plain it just isn't interested in buying Soviet oil on a large scale.

Rumanians have been more successful than Russians as far as trade in other commodities is concerned. In fact, outcome of new Rumanian talks indicate another trade pact, roughly following the lines of the recent Soviet-U.K. deal.

The Rumanians are ready to place big orders for plant and machinery in Britain—chiefly for their oil, chemical, and textile industries—in return for better access to the British market.

Some big orders already have been placed. And the Rumanians say there are many more to come, provided they can increase their sales to Britain of traditional exports such as timber and agricultural products, as well as chemicals, wine, fruit and vegetables.

Machinery orders from Rumania before end-year could total \$70 million.

The deal is designed to help Rumania get much-needed equipment and know-how for the country's new industrialization plan, scheduled to be drawn up by end-1959.

Tokyo—Japan as well as the West is having its share of labor troubles.

Some 85,000 textile workers are striking for higher wages against nine cotton and synthetic fiber manufacturing companies. These firms produce some 70% of Japan's total textile output.

It's the first strike since World War II by the textile workers union, regarded as one of the most moderate in Japan.

Labor representatives say the union is demanding an increase equivalent to \$4.72 a month and that the monthly pay now averages \$38.88. The companies said their offer of \$4.37 is final.

Current labor trouble could be the harbinger of further unrest in low-paying Japanese industries.

Hong Kong—British exports to Red China continue to soar.

Sales to the Chinese during the first half of this year hit \$29 million—47% above the same period of 1958.

Largest export category is nonferrous base metals, which accounted for \$8.7 million of the total—including \$5.6 million worth of copper wire. Chemicals totalled \$3.4 million. Tractors, textile machinery, and machine tools added up to \$2 million.

The British hope to develop this Chinese trade into a profitable two-way movement. With this in mind they've recently stepped up their take of Chinese

imports by a smart 44% over last year.

British imports are chiefly raw materials, such as bristles (the largest single category), animal and vegetable oils, and resin. Textiles are the main manufactured goods.

Beirut—The still-weak Lebanese economy is scheduled for another fiscal shot in the arm.

Current political stability—after last year's civil war—has convinced American officials that now is the time for economic aid through the U. S. Development Loan Fund (D.L.F.).

The first D.L.F. loan to this small country (some \$500,000) will go to the El Bared Electricity Company in North Lebanon.

The loan will assist the company to repair the damage to its hydroelectric plant on El Bared River caused by the civil war last year. At that time, the company's main generating plant and machinery were completely destroyed.

Unconfirmed reports indicate that the D.L.F. has decided to approve a second loan to a Lebanese firm—this time the Banque de Credit, Agricole, and Industrial (BCAIF)—with an unusually low rate of interest (4½%).

Canal Delays Hike Coal Prices

Toronto—Shipping costs increases caused by Welland Canal delays have boosted soft coal prices up to 65¢ ton in the Toronto and Hamilton areas. Industrial users were chiefly affected by the rises, dealers reported last week.

British Chemical Producer To Build New African Pulp Plant

London—Courtaulds, Ltd., has announced plans to manufacture unbleached sulphate pulp in Africa for the paper and board industries. The company has indicated that the low cost of African production may enable Courtaulds to meet or better the delivered price in Europe for Scandinavian pulp.

Courtaulds' increasing interest in packaging has led to the speculation that the firm may use some of its African output to produce paper containers in the United Kingdom.

The new project is the chemical company's biggest diversification step yet, although Courtaulds has produced pulp for rayon for three years now, through the production facilities of the two-thirds Courtaulds'-owned South African Industrial Cellulose Corp. (Pty) Ltd.

Imperial Chemical Industries To Build Polyester Film Plant

London—Imperial Chemical Industries has announced an \$8 million project to construct a polyester film plant near Dumfries, Scotland. Aim is to cut out imports from U.S. and the Continent and eventually to export the film, company says.

The new plant will have an estimated annual capacity of 2,000 tons by the year 1961.

I.C.I., only manufacturer of polyester film in Britain, has a pilot plant near London, but its output has only been large enough to make a market evaluation. New plant will satisfy all immediate home requirements and "costly" imports of polyester film will be eliminated, the company says.

STRAITS TIN REPORT

News of developments in the production and uses of tin



Zircalloy 2—containing 1.5% or more tin—was the cladding material used for the nuclear power unit which carried the submarine Nautilus across the North Pole. Zirconium alone couldn't do it. Addition of small quantities of tin strengthened the zirconium and reduced the variable effect of impurities. It also had a favorable effect on its corrosion resistance. This discovery led to development of Zircalloys containing 0.5 to 5% tin.

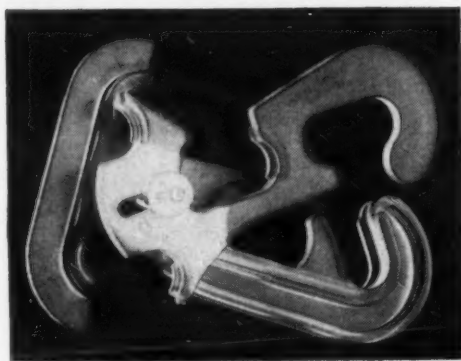
Factory fresh hosiery is now available to American consumers in tin cans. The manufacturers claim canning nylons reduces pilferage and handling costs, lets the lady select her nylons factory fresh from her grocer's shelf.

Foreign car manufacturers are capitalizing on latest developments in tin applications. Directional signals, subject to continuous wear and hard weather conditions, are electroplated with a tin-zinc coating. A tin-nickel electrodeposit shows good potential as a bright tarnish-resistant coating for automotive trim, bumpers and accessories. A tin-bronze coating of up to 12% tin and a tin-nickel coating of two-thirds tin are proving excellent undercoatings for chromium.



Write today for more data on these items or for a free subscription to TIN NEWS—a monthly bulletin on tin supply, prices and new uses.

The Malayan Tin Bureau
Dept. 50H, 1028 Connecticut Ave., Washington 6, D.C.



Purchase for Profit!

Specify Chicago Molded

This brand new molded plastic suspension clamp simplifies the difficult and costly job of running power cables thru heavily timbered areas... saves up to 60% the cost of conventional systems. Injection molded by CMPC in 4 integrated acrylic parts, the new clamp reduces power failures due to external interference... cuts line maintenance costs. By any measure of value analysis, this is purchasing for profit! When you have part-cost problems... call, specify:

CHICAGO MOLDED PRODUCTS CORPORATION
1029 North Kelmar, Chicago 51, Ill.



A Completely New Concept in Height Gage Design

STARRETT NO. 254 MASTER VERNIER HEIGHT GAGE

Here is a vernier height gage that can be used with supreme confidence in its master precision.

An exceptionally rugged, rigid, vibration-proof gage with new open-face, easy-reading vernier, flush-fitted to eliminate parallax errors... full-length fine adjusting screw controlled by a convenient knob on the substantial, natural grip base... Starrett satin chrome finish for no-glare, easy reading... quick-adjusting screw release for fast slide positioning... hardened and stabilized master bar (only Starrett provides

hardened bars on vernier gages).

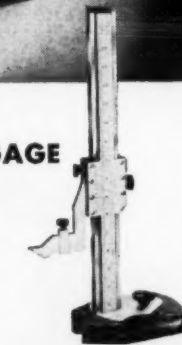
Shown used with a Starrett No. 711F Last Word Indicator, new No. 254 Master Vernier Height Gages are available in 12, 18 and 24-inch sizes, all reading direct from base over the full range.

Ask your Industrial Supply Distributor to demonstrate the many precision features of this new Starrett height gage. Call him for quality products, dependable service... or write for complete Starrett catalog. Address Dept. PW, The L. S. Starrett Company, Athol, Massachusetts.



Starrett Precision Makes Good Products Better

PRECISION TOOLS • DIAL INDICATORS • STEEL TAPES • GROUND FLAT STOCK • HACKSAWS • HOLESAWS • BAND SAWS • BAND KNIVES



Starrett
PRECISION TOOLS

World's Greatest Toolmakers

United States' Steel Strike Leaves Canada Unruffled—So Far, at Least

Canadian Mills Go on Supplying Most Domestic Demands; Only 40% Are Likely to Feel Effect

Toronto—Canadian manufacturers expect to outlast an American steel strike of more than eight weeks without too much difficulty. Canadian mills, which supply three-fourths of the nation's steel needs, are taking care of domestic customers and filling no orders from the United States. Steel buyers here also built sizable stockpiles in advance of the U. S. strike, and as of last week only minor pinches had been reported.

Only 40% of the steel buyers queried in a Canadian Association of Purchasing Agents survey expressed concern when asked if a "long U. S. strike (exceeding eight weeks) will significantly affect your business."

But any worries, the Canadian group said, "related more to fear of a worsening in general economic conditions rather than to specific shortages of steel (other than for structurals). Moreover, the general picture of the Canadian business conditions, the Canadian purchasing agents said, "remains optimistic and it is evident that new production peaks are in the offing."

The confidence in the steel outlook was viewed as particularly encouraging because it revealed a "lesser dependence on U. S. sources, coupled with some very adequate advance planning on the part of Canadian purchasing agents in those cases where a Canadian source for a particular item is not available."

Some Items Sold Out

A survey of the steel supply backlog here indicated that some items, such as large structurals and plates, which must be imported, have been sold out. But no one is "getting panicky yet," one steel warehouse chief declared, adding: "I haven't heard any disconcerting remarks from the U. S. either."

It was expected, however, that just as in the United States, the pinch will tighten as the strike continues. Construction projects also were anticipating a delayed reaction because of expected delays in the arrival of post-strike supplies. The U. S. is Canada's principal source of heavy structural beams and extra-wide sheet.

The Canadian Construction Assn. said a few builders who had not planned ahead by building up supplies had felt a pinch as of a week or so ago; but most large firms appeared to be meeting the situation well.

One immediate effect of the strike, however, was postponement of numerous new construction project starts until production returns to normal.

Steel consumers were warned not to expect further big shipments of imports from Britain, Europe, and Japan. Deliveries from those countries were reported jammed by orders from European and other world-wide customers.

Japan Wants 83% More Steel Production by 1965

Tokyo—Japan's seven largest steel companies are embarking on a long range program to increase the Japanese steel industry's capacity 83% by 1965.

Firms are planning to ask the World Bank for an estimated \$300 million loan to help finance expansion and modernization. Goal is to boost present steel capacity from just over 12 million tons to 22 million.

New Slowdown Device Shaves 10% off Mill Cost

London—Automatic slowdown equipment is reported saving a Lancashire rolling mill up to 10% on the rolling of cold strip steel.

Equipment manufactured by English Electric Co. counts the turns on reversing cold strip milled reels during coiling and uncoiling. It automatically determines the latest safe point to slowdown the reversing.

The English electric devices utilize both mechanical and electronic controls in their slowdown operation.

Western Germany's Once-Languishing Exports Bounce Back with Machinery Leading the Way

Bonn—Western Germany's once-languishing machinery sales have bounced back from a first-half slack period.

Machinery sales are healthy again, and represent the top selling card for German capital-equipment exporters.

German machine builders sent \$800 million worth of machinery out of the country in the first six months of this year.

That representing 19% of the nation's total exports for the period.

European customers last year took most of the export shipments with a grand total of just over \$1 billion.

Aisian countries ranked second in the total.

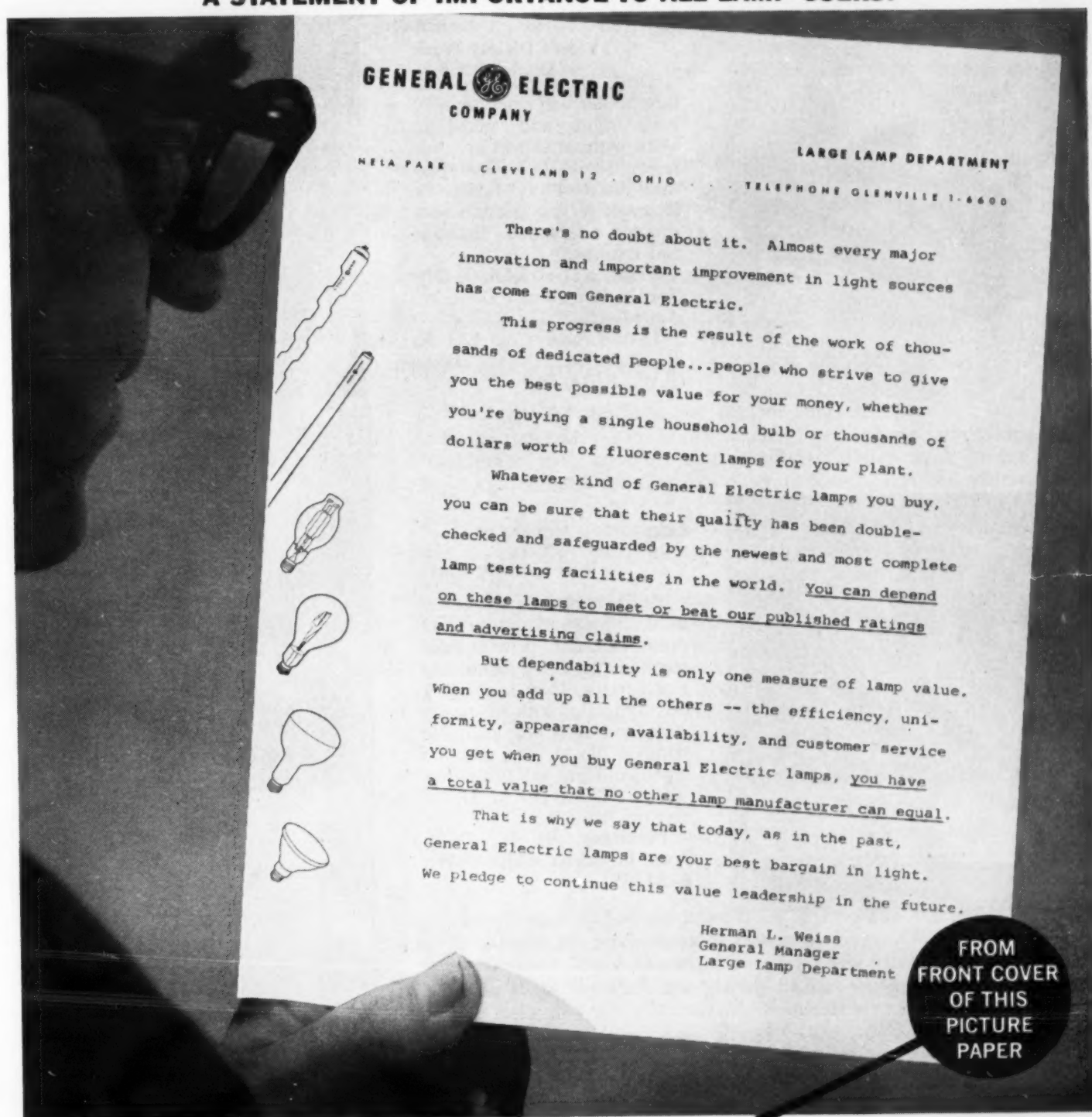
The United States and Canada were next on the list.

In machinery imports, West Germany took delivery of more than \$290 million during the same period.

Of the total, almost 24% came from American manufacturing firms.

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GENERAL ELECTRIC COMPANY

NELA PARK CLEVELAND 12, OHIO TELEPHONE GLENVILLE 1-4600

There's no doubt about it. Almost every major innovation and important improvement in light sources has come from General Electric.

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Herman L. Weiss
General Manager
Large Lamp Department

FROM FRONT COVER OF THIS PICTURE PAPER

FREE FROM G.E. Interesting new data-packed, informative 20-page picture paper, loaded with tips on lowering your cost of light with improved lamps, maintenance, lighting layout. Helps you pick the most economical, efficient General Electric Lamps for your specific application. Mail the coupon today.

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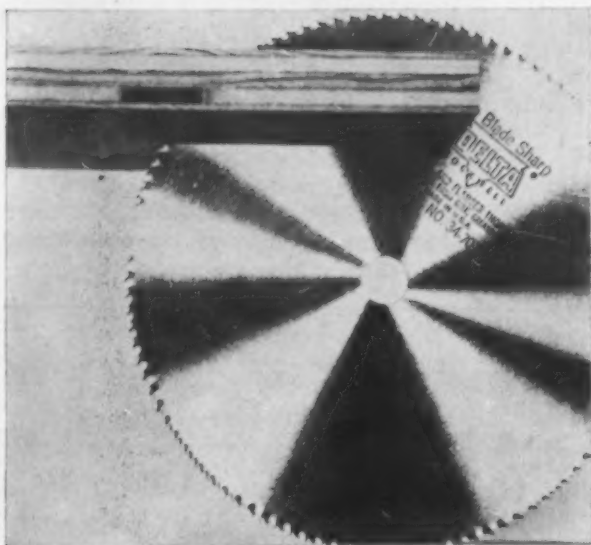


General Electric Co., Large Lamp Dept. C-932
Nela Park, Cleveland 12, Ohio

PLEASE SEND ME THE "FACTS OF LIGHT"

Name _____
Company _____
Address _____
City _____ Zone _____ State _____

Here's your weekly guide to . . .



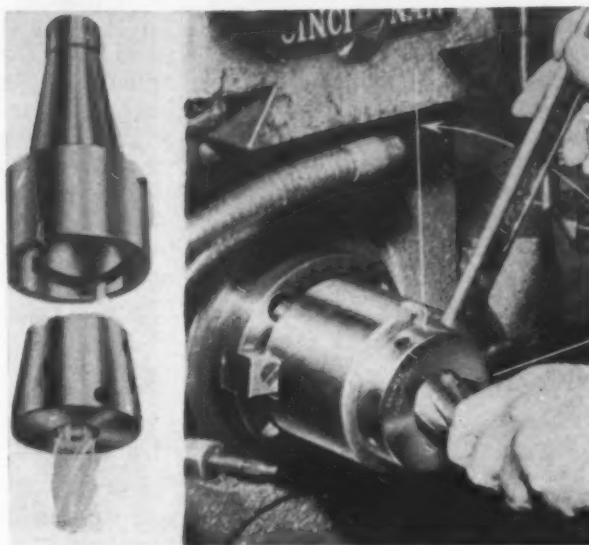
Saw Blade

Cuts Plywood Chipping

Steel cutting blade for 8, 9, and 10-in. circular saws eliminates chipping, shattering, or splintering in cutting plywood and other veneer-faced wood. It has a 7-in. dia. with 200 teeth around its edge and a 5/8-in. arbor hole.

Price: \$3.25. Delivery: immediate.

Delta Power Tool Div., Rockwell Mfg. Co., 464 N. Lexington Ave., Pittsburgh, Pa. (P.W., 8/24/59)



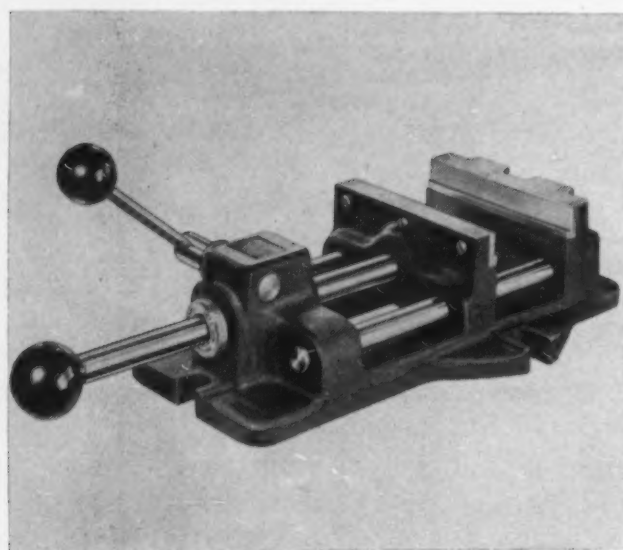
Tool Holder

Allows Quick Changes

Tool holder speeds up tool changing on lathes, duplicating heads, etc. Consisting of a collet and a collet adapter, it repositions tools within 0.0005-in. of indicator settings by matching precision tapers. 1/4-turn of wrench locks tool in position.

Price: \$60 (adapters) and \$12 (collets). Delivery: 3-4 wk.

Chi-Co, Inc., Ledge Rd., Northfield, Ohio. (P.W., 8/24/59)



Drill Press Vise

Won't Distort Work

Drill press vise and fixture holder will safely handle both rigid and non-rigid work without distortion. Adjusting screw varies jaw pressure from 1 to 1,500 lb. Removable jaw inserts allow simple adaptation for jigs and fixtures.

Price: \$31.50 (4-in.); \$44 (6-in.); \$57 (8-in.) Delivery: immediate.

L-W Chuck Co., 133 S. St. Clair St., Toledo, Ohio (P.W., 8/24/59)



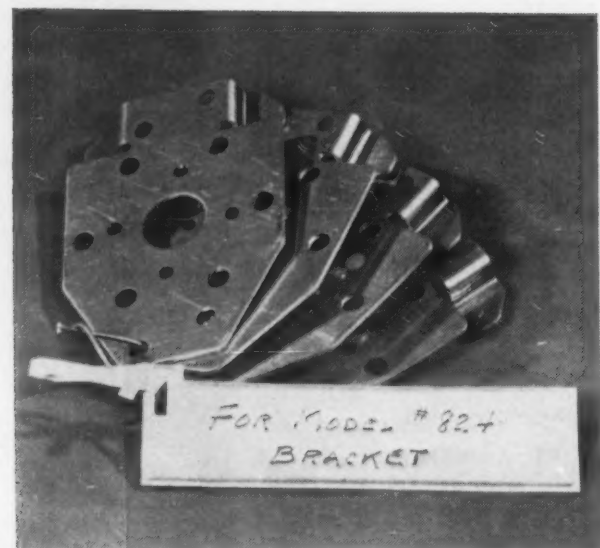
Nylon Tubing

Trial Kit

Kit contains various sizes of nylon pressure tubing for trial or maintenance use. It includes 20 ft. each of 1/8, 1/4, and 3/8-in. tubing and a bulletin with property and application data. Suggested maximum operating pressures 250 (Type T) and 625 psi. (Type H).

Price: \$10. Delivery: immediate.

Polymer Corp., 2140 Fairmont Ave., Reading, Pa. (P.W., 8/24/59)



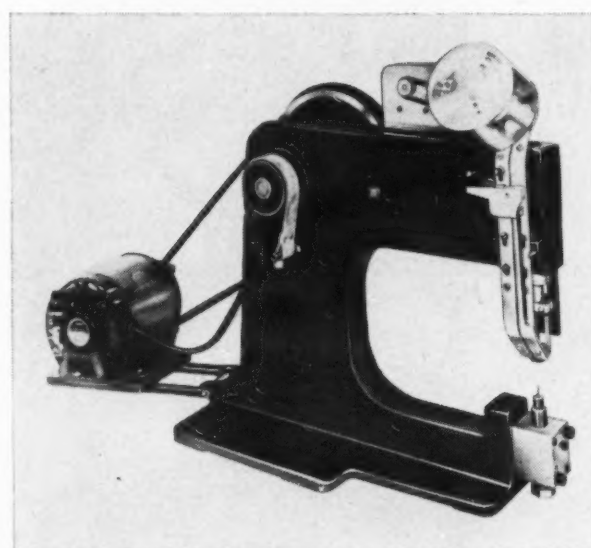
Tags

Will Identify Parts

Aluminum tags are easily marked with pencil or ball point pen and provide efficient method of identifying small parts. They are 1x3 1/2 in. complete with a tie-on strip and also are available without the tie for tack on labeling. They will not rust.

Price: \$5.80 per M. Delivery: immediate.

Permatag, 91 N. Daisy Ave., Pasadena, Calif. (P.W., 8/24/59)



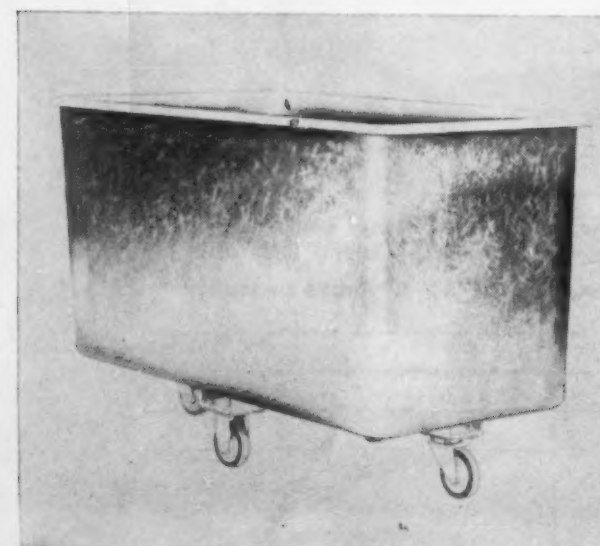
Riveting Machine

All-Electric Operation

Automatic, heavy-duty, high-speed, all-electric riveting machine feeds and sets 11 kinds and sizes of tubular rivets. Handles sizes up to 5/8-in. dia., 1/2-in. long. Interchangeable feeding tracks and dies convert it into an eyeletting machine.

Price: \$595. Delivery: 2-3 wk.

Eyelet Tool Co., 236 Broadway, Cambridge, Mass. (P.W., 8/24/59)



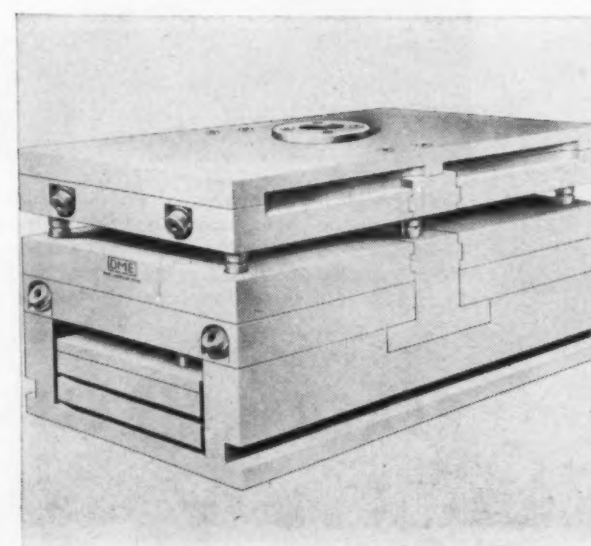
Box Truck

Lighter than Aluminum

Box truck made of lightweight fiberglass-reinforced plastic is lighter than aluminum, yet has great strength. It resists steam, water, oil and mild acids. Two full length steel channels hold casters. Inside corners are rounded for easy cleaning.

Price: \$99 to \$180.50. Delivery: 2 wk.

Nutting Truck & Caster Co., 1201 W. Division St., Faribault, Minn.



Die Assembly

For Plastic Molding

Standard unit die assemblies for plastic injection molders enable replacing cavities in matter of minutes. Three sides of the die are open for easy installation of cores or coolant lines. Twin replacement units are standard 9 7/8 x 8 in.

Price: \$1,300 (die holder), \$250 (replacement units). Delivery: immediate.

Detroit Mold Engrg. Co., 6686 E. McNichols Rd., Detroit, Mich. (P.W., 8/24/59)

New Products

Another PURCHASING WEEK service: Price and delivery data with each product description.

August 24-30

Product Perspective

For All Toolmakers: A Common Standard

Special machine tools are about to succumb to standardization.

For the time being they are just paper standards. But the fact that machine tool builders have agreed on certain facets of the "building-block" concept (P.W., Feb. 9, '59, p. 25) is significant.

The idea behind building blocks is to make automated machine lines more flexible, more able to handle different products. Standardized components—the building blocks—could be assembled or interchanged with other machine components whenever a product design change was made. As it stands now most automated machine lines are set up for a specific product. They become obsolete, not because of age or condition, but because they can't process a new product.

The new standards make no attempt to tell machine tool builders how to design their tools. For a starter, builders have agreed to standardize dimensions of some components. In other words, one builder's feed unit would fit another's base. In itself this permits considerable flexibility. **But large benefits loom:**

- **Automated machining lines within the reach of smaller companies.** They have been left pretty much out of the picture because of the high investments involved.

- **More frequent product changes** that take advantage of new material and design developments. There's a two-way benefit here. The manufacturer can offer brand-new products, not just modified ones; the consumer gets a better product.

- **A more reasonable obsolescence cycle.**

For machine buyers this is what the standards portend:

- **Practical automation for short production runs.**

- **Longer-lived machine tool components.** Standards are set up to make machine tool bases, feed units, adapters, and columns interchangeable. An inventory of these standard parts would let the user break down a machining line and then put it together in a different form to handle a different product.

It sounds like a good deal—from the users viewpoint anyway. But there are roadblocks that will slow progress toward complete interchangeability.

Present designs represent a considerable investment on the part of builders. It'll take them time to change over to the new standards. There's the possibility, too, that the change will run up the cost of the new machines.

For the building block concept to work, **all builders will have to live with a common standard.** This will likely dull any competitive edge a builder's design may have; his tool will be virtually the same as his competitors. There's some grumbling about this point already.

Builders also fear tight restrictions. They feel their designers won't have enough freedom to come up with radical, salable designs.

It adds up to slow progress. Building blocks were first proposed by Ford Motor Co. four years ago. The new standards represent the first concrete achievement.

There's some difference in opinion as to who's responsible for productivity gains in the screw machine industry.

A National Screw Machine Products Association meeting heard some machine users say they are getting higher productivity because of better cutting tools and more machinable materials.

The screw machine makers disagree. Some productivity gains have come from better tools and materials. But you can't overlook improvements made by the machine builders.

They cite higher spindle speeds, faster cycling, larger capacity, as boosting productivity of their new machines. Combined they add up to more efficient production. Other improvements, they say, have cut non-productive time.

A new static switching device looks to the human nerve cell for operation principles. In theory, say its creators, Ovitron Corp., it can be made as small as a nerve cell. But for the present a number of applications exist in the control of high-power alternating current.

There's no wear or loss of efficiency and its reliability is extremely high. Working models have been proved out for these applications: proximity switching, logic devices, modulators, circuit breakers, error detectors, amplifiers, regulators, and time delays. Currently 300-w. units are in commercial production.

Solvent

Less Toxic than Carbon Tet

Solvent reputed to possess cleaning properties closely resembling carbon tetrachloride, but with up to 20 times less toxicity. It can be used with safety for all applications, including those in confined areas and is non-flammable. Recommended for removing oil, grease, wax and tars. It is packaged in a special portable 5-gal. container that has a metal tray that can be raised and lowered to degrease parts.

Price: From \$1.25 (qt.) to \$197. (55 gal.) Delivery: immediate.

Speco, Inc., 7308 Associate Ave., Cleveland, Ohio. (P.W., 8/24/59)

Janitorial Cart

Carries All Cleaning Supplies

Compact cart carries all tools needed to perform the janitorial function. Has space for supplies, such as towels, tissues, cleaners, etc., and drawstring waste bag. The forward platform can accommodate large pail and mop wringer or vacuum or floor buffing machine. It is 21½ in. wide, 48 in. long and 41 in. high. The carrier is mounted on 4-in. self-lubricating rubber wheels.

Price: \$59.10. Delivery: immediate. Forbes Brothers Co., 810 Santa Fe Ave., Los Angeles, Calif. (P.W., 8/24/59)



Cut-Off Saw

Slices Steel Without Clamping

Multi-purpose cut-off saw slices all shapes of carbon, alloy and stainless steel without clamp down, coolants, or loss of control. The blade cuts so fast that the stock cannot absorb heat to change temper. Cuts can be made with the stock just lying on the table. Saw capacity is 4x4½-in. angles, 12-in. x 20.7 lb. channels, 6-in. x 12.5 lb. I beams, 1½-in. dia. bars and 12x½-in. plates.

Price: \$1,855. Delivery: immediate. Production Machinery, Inc., P.O. Box 322, Oakton Station, Des Plaines, Ill. (P.W., 8/24/59)

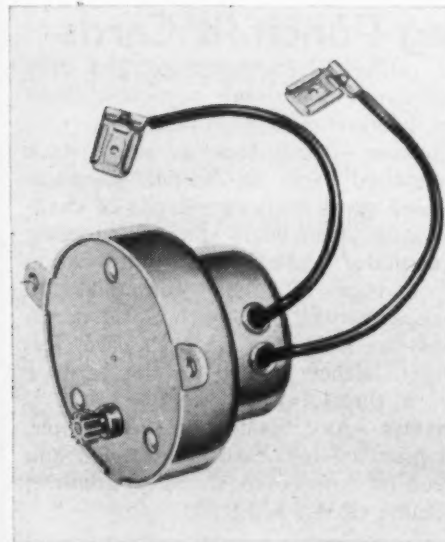


Time Delay Switch

Adjustable from 3-40 Seconds

Switch gives positive make and break action for a wide variety of applications. Time delay is pneumatically controlled and can be adjusted easily from 3-40 sec. Silver contacts provide stability against momentary high overload and the unit is not sensitive to vibration or shock. Specifications are 8 amp., 125-v. ac.; 4 amp., 250-v ac.; ½ hp., 125/250-v ac.

Price: \$5.10. Delivery: immediate. Industrial & Commercial Controls Div., Controls Co. of America, 9555 Soreng Ave., Schiller Park, Ill. (P.W. 8/24/59).



Your Guide to New Products

(Continued from page 31)



Material Application Gun

For Roof, Foundation Coatings

Pole-type extension gun speeds application of roof coatings, concrete curing mixtures, foundation coatings, black top sealers, steel tank coatings, and sound deadeners. Air and fluid are controlled by level handle valves, with the fluid pipe and metal air tube reinforced by clamp type spacers. The spray head is at a 45 deg. angle. Special 1/4-in. nozzle sprays the material in a large, round pattern.

Price: \$67 (4 ft.), \$72.50 (6 ft.), \$78 (8 ft.). Delivery: immediate.

DeVilbiss Co., Toledo, Ohio. (P.W., 8/24/59)



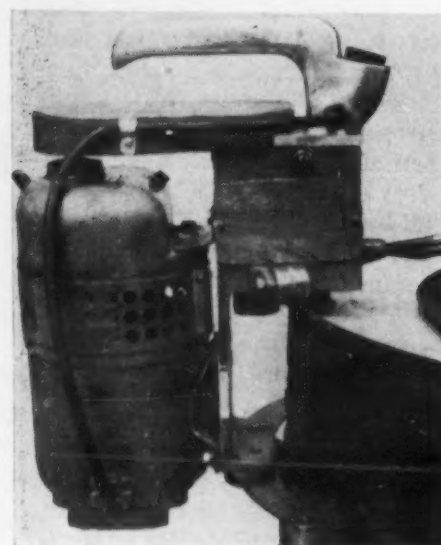
Corrosion Preventative

Is Water Soluble

Water soluble corrosion inhibitor for ferrous metals is said to provide 100% protection against corrosion hazards in aqueous systems. When mixed with water it forms a clear, odorless, non-irritating and non-foaming solution that will not turn rancid. Recommended for pressure-testing equipment, cleaning, washing prior to plating, as an additive in quenching water, as a coolant additive, etc. Comes in 2, 5, and 55-gal. drums.

Price: \$15 (2 gal. pail). Delivery: immediate.

Rust-Lick, Inc., 755 Boylston St., Boston, Mass. (P.W., 8/24/59)

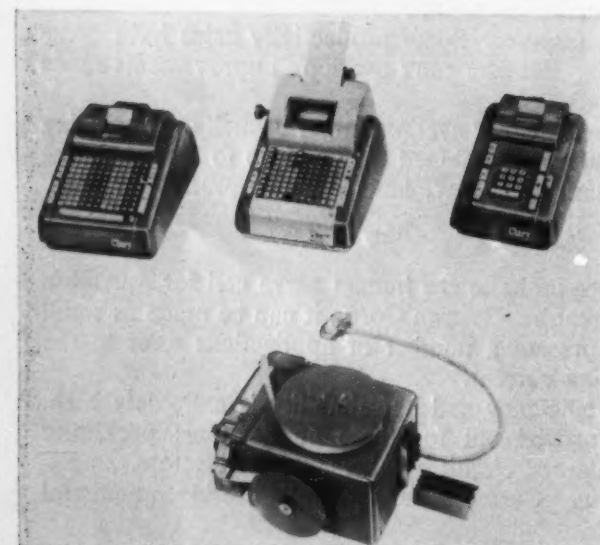


Can Opener

Removes Tops from Drums

Giant can opener cuts the heads from steel drums cleanly leaving a smooth lapped edge that needs no additional finishing. It takes less than 2 min. to open an average drum and it can be adjusted to fit any diameter from 5-60 gal. Cutters last through hundreds of drums and can be replaced easily. It weighs 50 lb. and can be handled by one man. It is powered by a 1/3-hp. motor.

Price: \$285. Delivery: immediate.
Krist Machine Works, Milwaukee, Wis. (P.W., 8/24/59)



Add-Print Punch

With Input Choice

Add-print tape punch (lower unit in photo) can use any of 4 inputs to eliminate repetitive manual operations in data processing. Plug-in cartridge carrying format and control programing codes fits into perforator unit. 5-8 channel tape can be punched.

Price: \$2,495 (perforator-printer), \$2,095-\$2,195 (input units). Delivery: 45-60 days.

Clary Corp., 408 Junipero St., San Gabriel, Calif. (P.W., 8/24/59)

New Data Checksheet Helps Pinpoint Motor Information for Suppliers' Use

PURCHASING WEEK begins a new series this week with this special data sheet for electric motor buyers. Other installments will appear at regular intervals. Subjects coming up: grinding wheels, lubricants, and electric wire and cables.

• If your supplier gets all the information that he needs to make a quotation on receipt of your original request, you're time ahead. His speedy answer depends on you giving him complete data.

Data sheets, properly filled out, make for better mutual understanding. They eliminate lengthy, time-consuming correspondence. Although sheets vary from

manufacturer to manufacturer, they include the same basic information.

This motor data sheet covers all types of general purpose industrial motors. Certain categories—as you will see—apply only to a particular motor type, and should be ignored if not applicable.

The single most important piece of information that the supplier needs is an accurate description of where the motor will be used and what it must do. Once he knows these facts he can make every effort to find a standard motor in his line to do your job. Special motors should be avoided if possible. They are expensive to buy and difficult to maintain.

Electric Motors

Company
Address
Quantity Type
Application

Electrical Characteristics:

Hp.... RPM.... Phase.... Frequency.... Voltage....
Power factor..... Service factor.....
Torque: Starting..... pull-in (syn.)..... pull-out (syn.).....
Starting: KVA limitations..... Full voltage starting.....

Mechanical Characteristics:

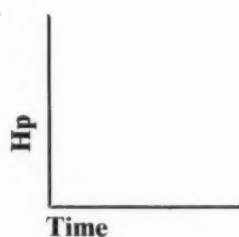
Time rating..... Temp. rise..... C Ambient temp..... C
Class of insulation..... Terminal box required.....
Type of enclosure (drip proof, etc.).. External thrust load (lb.)..
Type bearings (ball, roller, sleeve).....
Position (horizontal, vertical).....

Operating Characteristics:

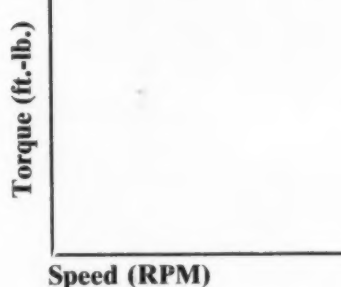
Rheostat..... or fixed tap resistor..... Type drive.....
Starts with no load..... load.
Variable speed drive (variable torque, constant torque, constant hp).....
Type of exciter (syn.)..... Type D.C.
motor (shunt, compound, series).....
Speed range.....
Type of Plant..... Environment (dust, hazardous, etc.).....

Sketch:

Duty Cycle



Torque Characteristics



Special characteristics or construction.....

Purchasing Week Definition

Equipment for Processing Punched Cards

Key punch—Basic piece of equipment. Has keyboard similar to typewriter and device to punch holes in cards. Operator depresses key, card is punched in code to represent key depressed. I.B.M. system: Card columns are printed one at a time as operator depresses keys. System will copy part or all of previously punched card on new card. Remington Rand system: Card is not punched until operator finishes typing information on keyboard. Errors can be caught and corrected before entire card is punched. Remington Rand system employs separate reproducer to copy all or part of punched card.

Sorter—Machine sorts cards punched

with random information to find only those cards containing particular common information.

Collator—Brings together single stack of punched cards in desired sequence. Machine starts with two stacks of cards previously arranged in similar sequence.

Calculator—Performs multiplication and division of data contained on punched cards. Usually both elements needed are contained on each card. Results are either printed on the card or the card that follows.

Printer—As cards flow through printer, data punched into cards is decoded and printed on continuous sheets in numbers or letters. (P.W., 8/24/59)

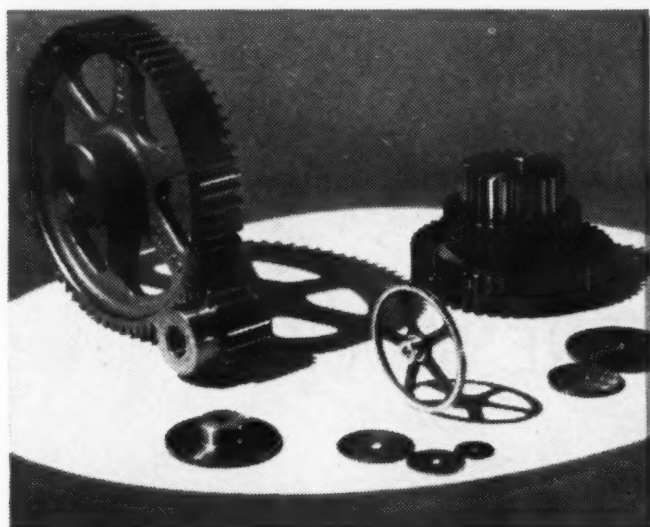
"Why slow up the job with special gears?"

when you can select what you need
from over 2000 standardized

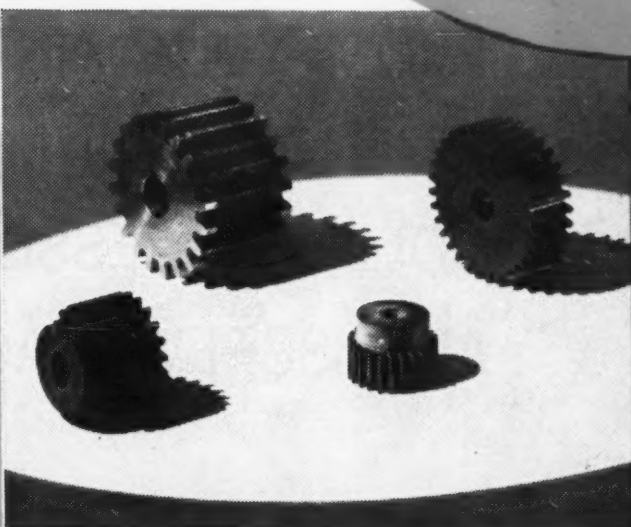
BOSTON GEARS

FROM STOCK

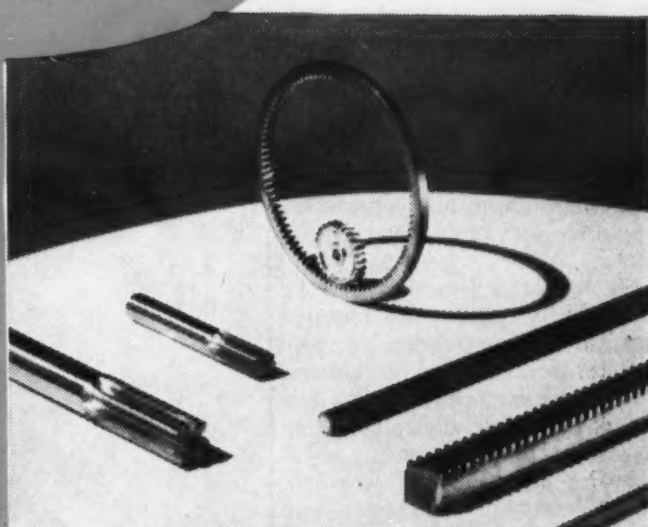
OFF-THE-SHELF
at factory prices



SPUR GEARS — STEEL, IRON, BRASS
14½° and 20° P.A. .208" to 40" P.D.



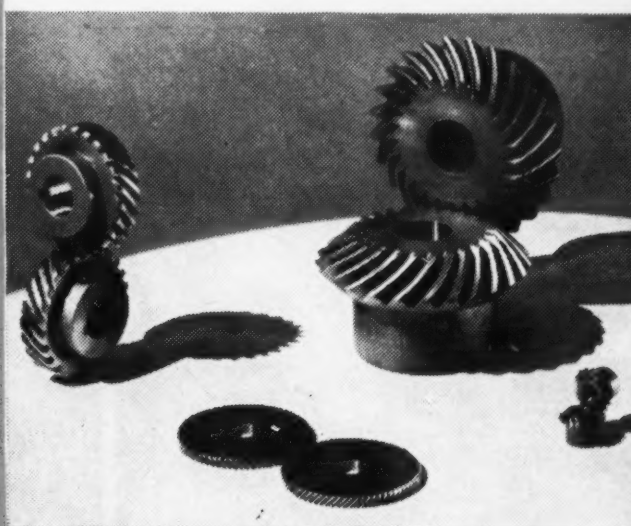
NON-METALLIC SPUR GEARS
14½° and 20° P.A. .938" to 6.667" P.D.



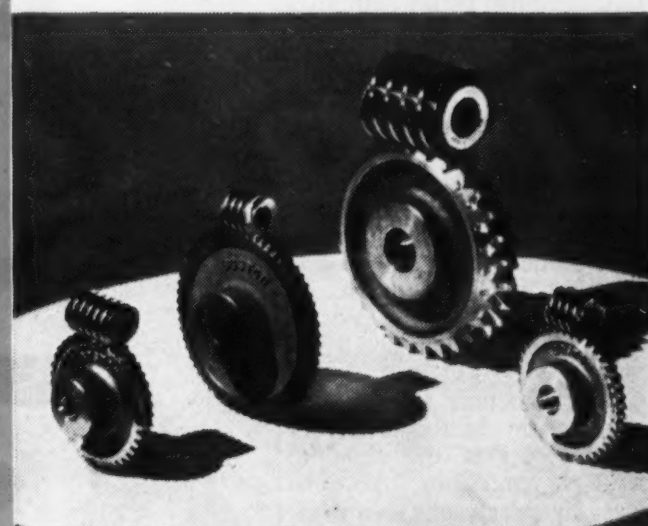
RACK • PINION WIRE
Steel and Brass 14½° and 20° P.A.
PINIONS • INTERNAL GEARS



BEVEL and MITER GEARS
Steel, Iron, and Brass 20° P.A.
.312" to 14" P.D.



STEEL SPIRAL MITERS 1" to 5" P.D.
HELICAL GEARS
Steel and Bronze .333" to 6" P.D.



WORM GEARS Bronze and Iron
.417" to 18" P.D. **WORMS** .333" to 4" P.D.
Soft Steel and hardened and ground steel

9496

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Speed Reducers
Bearings • Couplings
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— STANDARDIZATION PAYS —



She Puts Up Man-Sized Fight to Hold Down Costs

Miss Miller, Texas State Purchasing Dept. Head, Knows How to Fight Battle of the Shrinking Dollar

Austin, Tex.—The chief of the Texas state purchasing division is putting up a man-sized fight to keep purchasing dollars from shrinking.

Only thing is, the fighter is a woman—Alice Miller—and she's the only woman in the nation to head a state government purchasing department.

"Being a woman doesn't present any special problems," Miss Miller tells PURCHASING WEEK. "I've always had complete cooperation from everyone. Perhaps it's because I really grew up with the job. I helped pioneer the purchasing procedures for the state."

Buyer for 40 Years

A native of Austin, she has been a member of the state buying operation more than 40 years, and chief of the division for the past eight years.

"The purchasing profession is not simple; it is most complex," she says. Her responsibility is to spend \$80 million a year for supplies, services, and equipment.

"It is not a job that can be handled by rote. It requires constant study to keep up with market trends, new inventions and discoveries, changes and improvements of articles already on the market, price trends, availability of material, and so forth.

"We may think today we know all about certain insecticides, for example," she added, "only to wake up tomorrow to find our knowledge obsolete. Then we must start all over again."

On Alert for Collusion

Miss Miller and her staff are constantly alert to the dangers of collusive bidding and faulty merchandise. "We are desperately trying to disabuse the minds of the bidders and the general public that the state will accept inferior supplies that are not in the quality class requested," she explains.

As a protection against this, the purchasing chief said her department reserves the right to penalize a contractor who substitutes, by purchasing merchandise elsewhere and charging the defaulting contractor with the difference in price, if any must be paid.

Market Roulette Failed

She recalled one case several years ago where a contractor tried to play the market during a severe drought in furnishing alfalfa hay to the state. While he was speculating in the market, waiting for prices to drop, they suddenly sky-rocketed to new highs.

"We couldn't locate him," Miss Miller said, "and finally we went ahead and bought the alfalfa at the market price. We sent him a bill for the difference between what we had to pay and the contract price.

"It so happened that we owed him approximately the same amount of money — about \$3,500—on another contract. We held up that payment while the whole thing went to court—and we finally won the case."

Miss Miller also has won accolades for "enlarging" tax dollars through standardization and volume buying. She has cut 20% off the cost of radio communications equipment and 23% from steel filing cabinets, for two examples of her ability to get dollar value.

She and her 14 buyers purchase everything from garden seed to draglines from nursery stock to prison locks, from food

to X-ray machinery. Her purchases also have included skeletons, cadavers, guinea pigs, and mice.

Second to her mammoth shipping job for the state of Texas is the thrill of sitting on a creek bank with a cane fishing pole waiting for the big ones to bite.

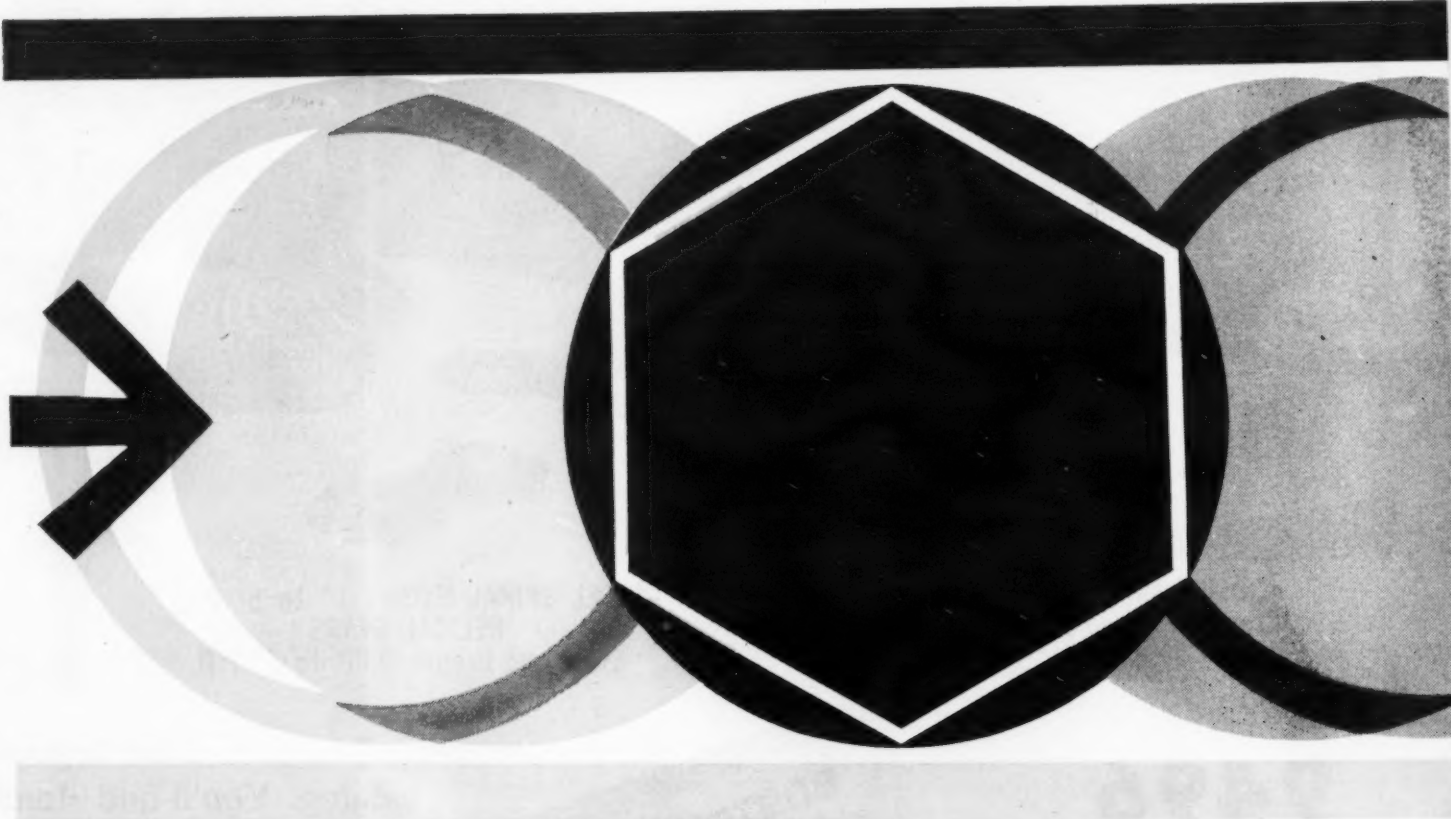
Miss Miller has been falling behind on her fishing lately because of the pressing purchasing responsibilities. But she hopes to start catching up with the sport shortly.

"So far," she says, "all of the big ones have gotten away."



THE LONE STAR STATE's purchase needs rest in the capable hands of Miss Alice Miller, a 40-year veteran in state purchasing operations.

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New Haven Railroad Clears the Way for Increased Piggyback Business with New Trackage Alterations

New Haven, Conn.—The New Haven Railroad is spending more than \$200,000 to clear the track for increased piggyback business.

The road announced last week it has adjusted clearances on its Maybrook, New York-New Haven freight line to allow passage of taller trailer-on-flatcar combinations.

By Oct. 1, clearances between New Haven and Boston also will be changed to accommodate 12-ft. 6-in. trailers on 3-ft. 8-in. flatcars, a combination becoming

increasingly popular with piggyback shippers.

The project involves the lowering of tracks through tunnels, raising some overpass bridges, the raising of electric trolley wires, shifting of signals and structures, and some rock blasting.

"The changes we are making," noted Charles C. Shannon, executive v.p. of the line, "will place the railroad in a strong position to increase its over-all piggyback business."

Air Force Tries Out 'Fly Now, Pay Later' Plan

Air Materiel Command Sells Surplus Cargo Planes At 25% Down Plus 3 Years to Pay at 5% Interest

Wright-Patterson Air Force Base, Ohio—The Air Materiel Command initiated its own version of the "fly now, pay later" idea last week and is now analyzing the results.

A credit sales program for surplus aircraft was tried for the first time in the Air Force at a fixed price sale of C-46 aircraft. Open to all qualified bidders, the sale also included B-26's, but the unique credit feature applied only

to the cargo aircraft being offered. The program was held at the Arizona Aircraft Storage Facility, Davis-Monthan Air Force Base, Tucson, Ariz. It involved 110 surplus C-46's and 96 B-26's offered under the fixed price method.

Prospective buyers were permitted to inspect the aircraft for a week before the sale. Prices ranged from \$50,000 to \$60,000 each for the C-46's depending on

the condition of the cargo planes, and \$1,500 to \$5,000 each for the B-26's.

The C-46 is a twin-engine cargo aircraft built by Curtiss-Wright Corp. It is powered by R-2800 Pratt & Whitney engines and has a maximum gross weight of 50,650 lb. The B-26 is a twin-engine attack bomber built by Douglas Aircraft Co., also carrying Pratt & Whitney engines.

A. M. C. officials, explaining the C-46 credit plan further, said that a minimum of 25% of the purchase price was required as a down payment. The balance was payable over a three-year period, with interest set at 5% annum on the unpaid balance.

General Services Administration is handling all credit arrangements including monthly collections for deposit to an Air Force account.

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11 Chicago Purchasers Advise on School Buying

Chicago—Glenn H. Reinier, director of purchases for Abbott Laboratories, will head an 11-man advisory committee on purchases for the Chicago Board of Education.

The committee will review terms and performance on all Board of Education purchases and contracts.

The Purchasing Agents Association of Chicago recommended the committee members, who are purchasing executives from Chicago industry. The men will serve without pay.

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Are You a Purchasing Agent or Order Placer?

How often have you said of a crack salesman; "He's a real salesman!" Or, of another salesman: "He's an order-taker."

Purchasing agents have similar reputations among salesmen, and among their many other contacts—including executives of their own companies.

Because it is harder to look, inward than to look outward, purchasing agents may find the check list below offers good reflection of how they are probably regarded by others.

The points on the check list are based on observations by purchasing executives, corporation presidents, industrial psychologists, and executive personnel specialists. Most points were discussed by these experts in PURCHASING WEEK in the past year.

Three types of knowledge are reflected in points of the check list: knowledge of purchasing function, of company operations and processes, and of over-all company problems. Also, there emerges a mirror of purchasing agent creativity and initiative.

There are no "right" and "wrong" answers to the points on the check list—but you will know what your answers should be to indicate you as a purchasing executive. Some of the points do not apply to every purchasing agent (because of company rules specifically limiting scope of purchasing duties), or because of plant size. But truthful answers to questions on the check list will go far toward telling a purchasing agent whether he is regarded as a purchasing executive or an order placer—by others, and by himself.

CHECK LIST

1. Do you actively participate in purchases of capital equipment, or do you merely "confirm" such orders?

YES ☐ NO ☐

2. Do you buy only on a "best-of-three-bids" basis, and leave negotiations to someone else?

YES ☐ NO ☐

3. Has the impression you have made on top management been such that they insist you are "in" on all material and equipment acquisition planning?

YES ☐ NO ☐

4. If your management announced on short notice start of a new company educational program in which department heads were to give talks to all other department heads on latest techniques in their respective fields—would you, if selected to start the series, be prepared to talk, and answer questions, on:

(a) Value analysis?

(b) EOQ formulas?

(c) Learning curves?

YES ☐ NO ☐

5. Would you be confident of an excellent report if an internal auditor visited your department unannounced and critically examined your purchasing controls?

YES ☐ NO ☐

6. Have you submitted to management, within the past year, an original suggestion or recommendation (not an idea submitted by a vendor salesman or others), to raise purchasing efficiency or reduce material costs?

YES ☐ NO ☐

7. When salesmen visit you and, in an effort to evaluate use of their products in your company, ask you how a certain product is made, or ask of process steps, or of machinery use, etc.,—do you usually have ready

answers for them, or do you usually have to call on company engineers or production men?

YES ☐ NO ☐

8. If you were on a business trip with your boss, and he quickly needed (no time to get actual figures) present approximate inventory position on basic raw materials, could you tell him quickly and accurately?—Or about dollar volume of company

purchases last year?—Or about purchases as a per cent of sales dollars?

YES ☐ NO ☐

9. Could you visit the plant of a prospective major supplier by yourself, and with no subsequent conference with your engineers, quality control men, or production people, probably determine accurately whether that vendor would be, or would not be, a good supplier for your plant?

YES ☐ NO ☐

10. At a noon luncheon, your company president asks you to address an executive group (to

which he belongs) that night. Talk is to be on how decisions and actions of your company purchasing activities have reflected competitive conditions in your industry. Do you feel you could do a good job on short notice?

YES ☐ NO ☐

11. Management of your company rather suddenly decides to have you handle negotiations on major equipment purchases in the future instead of the engineering department as in the past. Contention of management is that accounting procedures and data have more to do with determination of prices by suppliers than does production processes. Would you be ready to

take over negotiations confidently? Would you have sufficient knowledge of accounting fundamentals to do a first-rate job of cost price determination involving these major equipment purchases?

YES ☐ NO ☐

12. Recently, the president of a large company said, "If I added up all the cost-saving reports submitted to me by department heads last year our company profits should have been four times what they were." Would your cost-saving reports stand up to the detailed and critical scrutiny of this cost-conscious company executive?

YES ☐ NO ☐

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Used Process Equipment Can Pay Quick, Large Dividends

Most obvious reason for buying used processing equipment is price. Good used equipment sells for 40 to 60% of the brandnew price. But there's more to the story. Many purchasing agents buy used equipment because:

- Overnight delivery often is possible. Used equipment almost always can be bought and delivered faster than a new piece.
- Used equipment allows small investment for short-term projects.
- Used equipment sent to an overseas plant requires less import duty than a new unit.

As with any used-item purchase, the experienced purchaser doesn't rush out to the first dealer he can find. First checkpoint is your own company. Could a sister plant have the piece you need? It may be trying to sell it right now.

Second, try other companies in your own field or a related industry. If you can get your equipment without dealer's markup attached, you'll be that many dollars ahead.

Third source is the dealer. You'll find his ads in trade publications, and in

the yellow pages of any metropolitan phone book.

No matter where you buy, your biggest problem will be inspecting the equipment, trying to determine its condition and its worth to your company.

Before you start actual physical inspection, you'll need to get background information on the unit. A reputable seller will give you straight answers to such questions as in box at bottom of page.

One long-time buyer of used equipment told PURCHASING WEEK, "First of all I look to see whether the machine is all painted and shined up. This, to me, is a danger signal. When a seller starts dressing up the shell, I figure he's trying to cover up something. But if the exterior is aged according to the age of the machine, I feel like the seller is pulling no punches."

Specific checkpoints vary with different pieces of equipment, so it's a good idea for you and your engineers to draw up a checklist before you go out to look at the piece. Here are some general points you don't want to miss:

Equipment Checkpoints

- Physical dimensions.
- Materials of construction.
- Corrosion (particularly internal).
- Excessive wear on moving parts.
- Absence of supporting members.
- Damaged or misaligned openings.

If it's a pressure unit, check code stampings.

Code stampings on pressure vessels are important because government codes often impose special requirements on old units. For example, second-hand boilers often must have safety factors higher than those specified for new boilers.

This could cause you some embarrassment if operating pressure is critical. An

apparently satisfactory boiler (based on nameplate data) might be licensed for operation at a pressure lower than desired. Also, loss of wall thickness, or improper modifications might cause the unit's safety factor to fall short of original code stampings.

If you have any doubts about pressure equipment, contact your insurance carrier or state inspector—before you buy.

In looking over used equipment, check auxiliaries as well as the basic unit. For example, drives, feeders, controls, and guards are often missing. Ask the seller about these. If they've been discarded, adjust your bid for the loss.

It's also important to check suitability of auxiliaries. How will they fit into your plant? Check motor nameplates to see if the motors match power supplies in your plant. Unless you're sure you can use them, beware of 25-cycle, 2-phase, or d.c. units.

In checking overall design of the basic unit, find out whether the design is current or obsolete, and whether the original manufacturer is still in business. Answers to these questions will help you judge availability of replacement and modification parts.

When you've completed your inspection, and you and the seller have agreed on price, you still have to decide on payment terms and delivery specifications. If you found the item you need within your own company, the problem is reduced to a simple accounting transfer.

If you buy from another processing company, you'll probably buy the unit on an as-is basis. Chances are you'll have to pay transportation. But be sure to come to terms on who pays for dismantling, crating, and loading. A good way to handle it is to specify price f.o.b. shipping point.

If you're buying from a dealer, you'll need to get complete written agreements on:

Guarantees. The equipment is used, and obviously the dealer isn't going to give you a complete and firm guarantee on how the unit will operate under your plant conditions. But this doesn't mean useful and binding guarantees are impossible. Get written guarantees on complete physical specifications. For example, if a unit is sold "complete with ten-horsepower motor," and it is delivered with one of five-horsepower, your guarantee will help correct the matter.

Payment terms. You'll have to play this one mostly by ear. The dealer will pump hard for cash. He's likely to de-

mand cash on a purchase below \$1,000. But on big-dollar units you may get "one-half cash with order, balance on removal or against shipping documents." Or your credit position may help you get "net cash 10-30 days after shipment."

Some dealers aren't too fond of rent-purchase plans. But they often accept them. They'll probably require three months' rent in advance, with monthly payments of 10-20% of the selling price.

Cleaning and reconditioning. If your plant has a large, well-equipped shop, you may not need the dealer's reconditioning services. But if your shop can't do the job, you'll have to contract with the dealer to get the unit in top form. Get these services, and dealer's charge, in writing.

Shipping. You'll probably pay all shipping charges. But dismantling and crating charges may fall either way. Get an agreement in writing.

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Questions To Ask Dealer

What was the equipment used for originally?

Who was the original owner? If a dealer has the machine, you can contact the original owner for information the dealer doesn't have.

What company manufactured the unit?

Under what conditions was the equipment operated? Here you want to press further to find out:

What materials were run through the equipment by the original owner? Were they liquids or solids? How corrosive were they to the construction materials used in the unit itself?

What temperatures and pressures were maintained by the original owner?

What was production rate?

If not obvious, was the unit used in the open, or under cover?

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1. Brainstorm Sessions Spawn Profitable Ideas

2. Packing Methods Rack Up Air Force Savings

1. Nine Tips for Successful Brainstorming

Ralph C. Herdrich's one idea has spawned hundreds of others to help improve conditions or services of his company.

Herdrich, vice president in charge of purchasing for Rolled Steel Corp., Skokie, Ill., initiated the idea of biweekly group meetings of employees to let them toss out ideas on a given subject as they enter their heads. He believes that often employees, not on a particular job, have the necessary detachment to come up with improvements that those actually doing the work never would consider.

Herdrich passes on some proven-successful suggestions for holding "brainstorming" sessions with your company with members of various departments.

One enthusiastic discussion brought about a new company-wide system for handling incoming shipments. Instead of bottlenecking information that

salesmen need on incoming shipments, with involved paper work going through receiving control, purchasing control, and pricing control, one discussion solved the problem after all participants hashed over the circumstances.

Result: Minutes after a shipment arrives in the warehouse, information on it is posted by an inventory recorder on a big chalk board.

Another problem discussed and solved was how to reach customers who have asked for specific items more efficiently. Result: New method was evolved. It consists of the expansion of the company's I.B.M. unit to provide placing on punch cards information gathered by salesmen.

The company's own printing shop now runs off flyers containing information on specific materials and they've mailed only to those customers who, according to the punch cards, had indicated they would need these specific materials.

Mailing costs are greatly lessened and purchasing agents now have a useful service as they no longer have to have long and cumbersome price lists. Now they just have small lists with the specific items the customer wants.

Here are Herdrich's suggestions to help you get started on a "brainstorming" program:

1. Group should be small (10 participants is probably the best number for a workable panel).

2. Use mixed groupings. A member of the purchasing or accounting departments may have a new slant on sales which never occurred to the salesman. (Close range can obscure the obvious.)

3. Leave the boss out by all means. His presence will only hinder the flow of ideas and block the necessary spontaneity.

4. Notify panelists in advance. Tell each member the topic to be brainstormed a few days before the scheduled session.

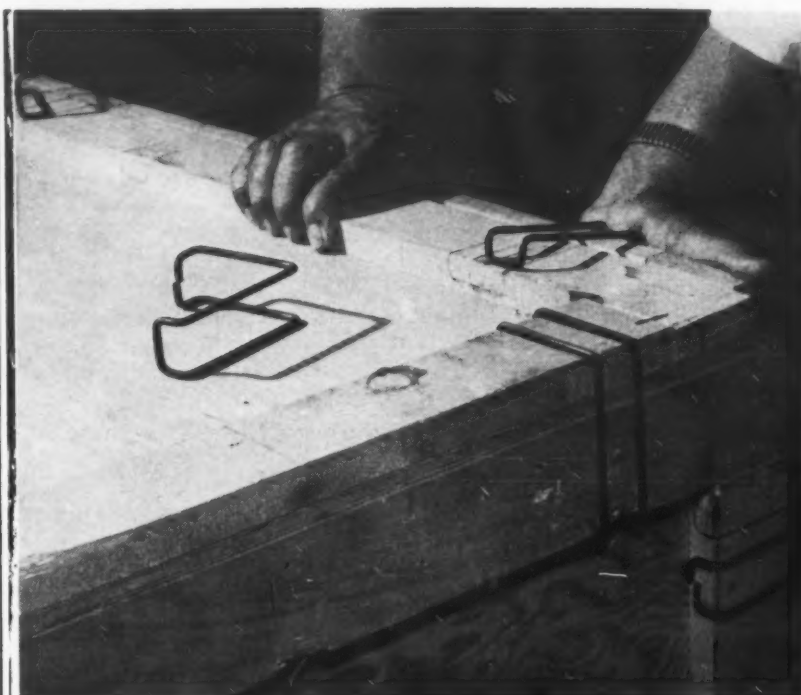
5. Choose a good moderator. This will insure order during the discussion. Informality is essential but lack of decorum can lead to an unconstructive meeting.

6. Keep the panel on the subject. The moderator should see that the discussion doesn't hop the track.

7. Restrict sessions to one single subject. Scratch paper with the subject mimeographed on it will help. So will a sign posted near the moderator.

8. Eliminate criticism. Only affirmative thoughts should be sought. However, free-wheeling, crazy thinking should be welcomed. Conversely, pre-judgment should be outlawed. Ideas which evaluate like "it won't work" not only shouldn't be said—they shouldn't even be thought.

9. Look for quantity. The greater the number of ideas, the greater the chance of solving the problem at hand.



RETURNABLE CRATE panels are secured together with spring fasteners for faster assembly as well as knockdown and stacking for reshipment.

2. Returnable Crates Replace Boxes

Advanced techniques in packaging components and assemblies are saving the Air Force hundreds of thousands of dollars.

Boeing specialists and Air Force plant representatives, working together, have launched a series of innovations in the boxing, crating, and loading of aircraft parts. They have made use of new methods, special tools and fixtures, and resourceful application of packaging materials.

Buying procedures have been revised so that packaging economies can be effected as orders are placed with suppliers. Boeing

does this after a review of the subcontractors' original packaging plans and proposed costs. In one instance, shipping weight of a component was reduced a total of 6,500 lb.

One example of packaging economy is the use of more than 500 returnable knockdown containers in place of expendable boxes. By using panels secured by spring fasteners, boxes can be assembled in minutes without nails. For unpacking, the fasteners are removed quickly and the panels stacked for easy return shipment.



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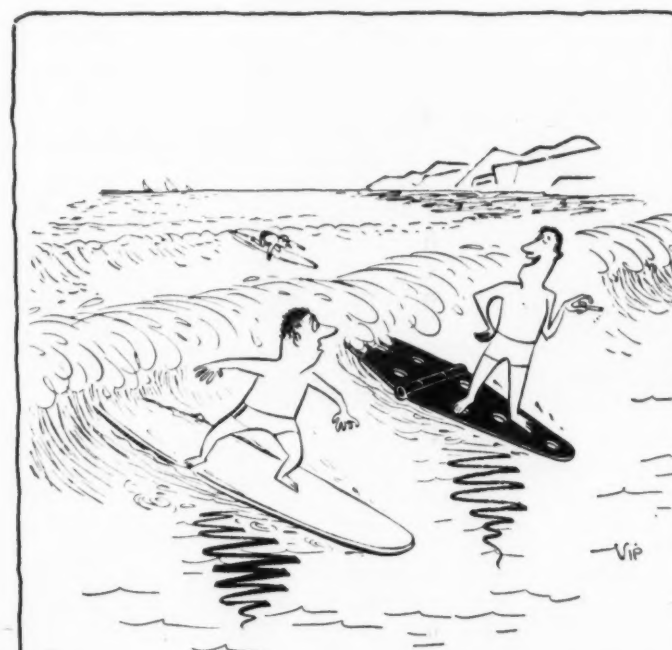
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I.C.C. Cracks Down on Back-Hauling By Private Trucking Fleets as Illegal

Commission Has More Than a Dozen Cases Pending On Alleged Illegal Circumventing of I. C. C. Rule

Washington—The Interstate Commerce Commission is cracking down on the operations of private truck fleets when they hire out to haul for other shippers.

The illegal practice, known in the industry as back-hauling or buy-and-sell, has been going on for years. It works like this:

A company with a private fleet of trucks finds that it is making shipments in only one direction. Instead of returning its trucks empty, return cargoes are sought. In some cases, the return shipments are "bought" and then "sold" at their destinations.

Many times, however, this is merely a dodge to get around I.C.C. regulations prohibiting private trucks from engaging in for-hire transportation.

Another variation in the procedure is for a shipper to lease the truck for the trip, then temporarily put the driver on the company payroll and have him drive the vehicle. This, too, is merely a circumvention of interstate commerce rules.

The reason for such practices is obvious. The shipper often can beat down transportation costs in this way, and the trucker is ahead by any amount he earns even if it is only return trip expenses.

There is no good estimate on just how wide spread the practice has grown, but there is "too much" of it the I.C.C. says. And, the commission is attempting to crack down on the procedure.

Right now, it has more than a dozen cases pending where illegal operations have been alleged. In acting on the cases, the I.C.C. decides whether the trucking operations are alien to the primary business operations of the company. If it is shown that there is no connection between return hauling operations and the main business of the company it constitutes a violation of the Interstate Commerce Act.

The commission makes it clear that it is not trying to stifle private carriage, but it wants these operations to remain just that and not dip into the common carriage freight business.

Commerce Secretary For Extending Import Quotas on Lead, Zinc

Washington—Commerce Secretary Frederick "Fritz" Mueller said last week he favors extending the existing U. S. import quotas on lead and zinc ores and concentrates to semi-finished lead-zinc manufactured products—even though imports of these products equal only about 4% of total lead-zinc imports.

In making his stand at his first press conference, Mueller went slightly beyond the position he had taken earlier at Senate Interior Committee hearings called to quiz him specifically on his views toward domestic metal-mineral policy.

At these hearings, Mueller said he favored government support for the "soft-spots" in the domestic mining industries, but could not go along with proposals for substantial new subsidies or import quota programs.

However, no government action is anticipated before the Tariff Commission launches a new probe of over-all lead-zinc industry market conditions.

Fansteel Introduces New Pre-Tested Capacitor

Chicago—Fansteel Metallurgical Corp., manufacturer of electronic components, has introduced a new reliability concept in Gold-Cap tantalum capacitor.

Glen Ramsey, vice president and general manager of Fansteel's Rectifier-Capacitor Division, said the Gold-Cap will provide military and civilian capacitor users "with the first tantalum capacitor ever to be offered with written certification of reliability."

Gold-Cap is designed to meet the reliability standards required in missile and ground electronic

control systems. Commercial applications are in telephone systems, oil well logging, navigational aids in tracking, and radar.

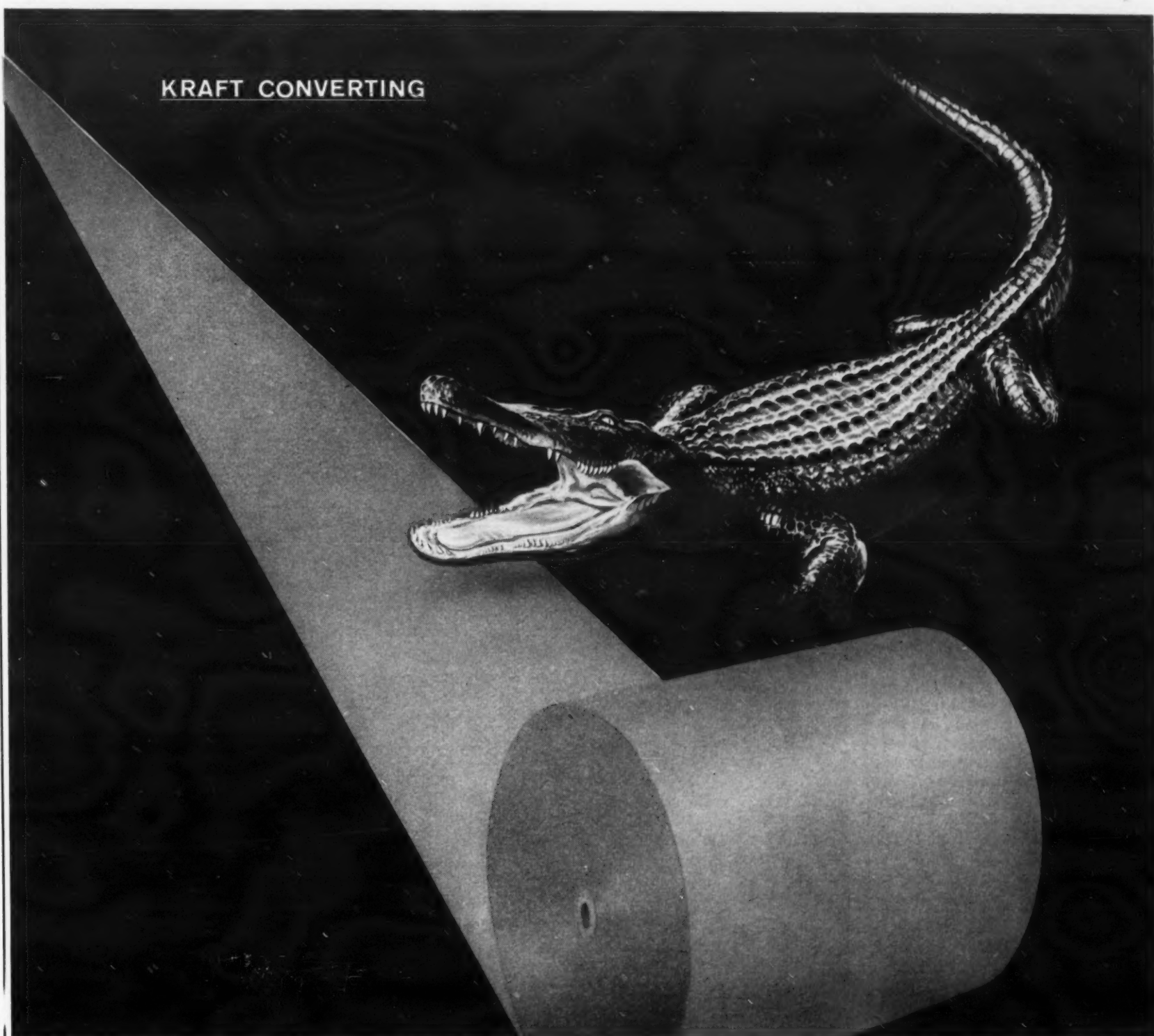
The new pre-tested capacitor provides for less failure in regard to reliability than that provided by military testing, the company said. In testing material, marking, and dimensions, the military specifications allow for a 1% failure in reliability, whereas Gold-Cap allows for only 0.65%.

In testing design and construction, the military allows 4%

failure while Gold-Cap allows only 1%.

The new capacitor will be in production next month. Its built-in reliability will cost three or four times the price of a normal capacitor. Ramsey said reliability is especially urgent where failure of a single component can cost millions of dollars.

The new Fansteel Gold-Cap capacitor is described as a polarized, tantalum electrolytic unit capable of operating at full rated voltage in temperatures ranging from -55 C to plus 85 C.



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Southern Kraft Division **INTERNATIONAL PAPER** New York 17, N. Y.

This Changing Purchasing Profession . . .

J. K. Parks has been named general manager of the newly-formed **Detinning Division, Metal & Thermit Corp.**, New York. His responsibilities include procurement and sales as well as operation of the firm's detinning plants at Carteret, N. J., East Chicago, and South San Francisco.



J. K. PARKS

Parks, who joined the firm in 1954 as department head in purchasing, had been director of purchases and traffic before his new assignment.

Cecil S. Ashdown has been made purchasing agent, **Alcoa Steamship Co.**, New York. He succeeds **Lee C. Brown**, who retired July 31 after nearly 20 years' service. Ashdown had been Gulf purchasing agent in New Orleans since 1956 and previously served as assistant to the manager of the line's Trinidad office. He joined the firm in 1940 as assistant purchasing agent.



C. S. ASHDOWN

Indiana Utility Advances Walter Kussmaul to V.P.

Hammond, Ind.—Walter H. Kussmaul has been named vice president of purchasing and stores, **Northern Indiana Public Service Co.**, and assumes his new duties Sept. 1.

Vice president of division operations since April 1956, Kussmaul had served as purchasing agent for both Calumet Gas & Electric Co. (a predecessor of Northern Indiana Public Service) and Shore Line Motor Coach Co., Gary, Ind., before becoming general storekeeper for NIPSCO in 1929.

W. K. Field, assistant general purchasing agent for **Kennecott Copper Corp.**, New York, also

has been named acting purchasing agent for the firm's **Utah Copper Division**, Salt Lake City. He succeeds **R. E. Cromar** who left the firm. Field will hold both purchasing posts until a successor to Cromar is appointed.

Tom G. Coleman has been named purchasing agent for the Administrative Division of **Owens-Illinois Glass Co.**, Toledo. He had been purchasing agent for Glasco Products Co., Chicago, a subsidiary of Owens-Illinois, which will be dissolved this year.

W. F. Bensman, former director of purchasing for the Buffalo Division, **American Machine & Foundry Co.**, has been made vice president in charge of sales and contract administration, **Amherst Mfg. Corp.**, and **American Precision Industries, Inc.**, Buffalo, N. Y.

Herbert C. Bjornberg, assistant manager of purchasing, **AiResearch Mfg. Division, the Garrett Corp.**, Phoenix, Ariz., has been made manager of purchasing. He succeeds **Leslie H. Rhuart** who retired last month.

Bjornberg is immediate past president of the Purchasing Agents Association of Arizona.



H. C. BJORNBERG



W. A. KAUFMANN

William A. Kaufmann has been advanced from assistant purchasing agent to purchasing agent at **CIBA Pharmaceutical Products, Inc.**, Summit, N. J.

Donald L. Brown, Jr., has been promoted from purchasing agent for experimental materials to assistant purchasing manager, **Pratt & Whitney Aircraft**, East Hartford, Conn.

Obituaries

Edward John Tabor, 56, assistant purchasing agent for **J. H. Welsh & Son Contracting Co.**, Phoenix, died July 23.

Albert R. Tomson, 64, a purchasing agent for **Blatz Brewing Co.**, Milwaukee, before his retirement in 1958, died July 29.

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Purchasing Perspective

Management's Heavy
Artillery Booms Out

(Continued from page 1)

industry back to work. One thing is certain. **No one—purchasing people, sales people, or the public in general—wants an inflationary settlement.** And there is too much evidence indicating that government intervention would bring just such a settlement.

Copper producers now are backing their steel counterparts to the hilt in this all-important struggle with labor. They have not given an inch. They know that steel will set the pattern and, as an official of one major copper firm commented, "I hope our combined guns shoot holes in labor's ridiculous demands."

But with 75% of the nation's copper industry down, prices are up. And metal-working industries can anticipate higher prices continuing into the third quarter, not only for copper, but also for lead, zinc, and aluminum. Producer inventories of these nonferrous metals worked steadily lower during the first half on increased actual consumption as well as hedge-buying against chances of price hikes and strike-caused production losses. Reduced producer stocks spell an upward price movement.

The Administration's new Secretary of Commerce, Frederick "Fritz" Mueller, had some interesting comments to pass out on inflation at his first press conference last week. He backed up the Nixon committee report (see p. 42) by saying that the "money-moth" is not dead, merely closeted. He indicated that industry must keep throwing moth balls through the keyhole to dissuade the inflation bug from attacking fur coats.

And that's one thing industry has every intention of doing. **Despite current strikes and threats of more, despite the threat of inflation and threats from abroad, despite anything else you can think of, industry has not lost faith in the future.**

This comes clearly into focus when one looks at the record-breaking investments in new and bigger research and development centers, investments in construction, expansion, and modernization programs, and rising purchases of new and better machinery and equipment. One good example of this can be found in the packaging industry (see p. 20).

As long as industry retains its firm belief in the absolute necessity of stopping inflation, unions, no matter how big, loud, or powerful, will find the going tougher than at any time since the Norris-LaGuardia Act.

Aerojet Zeros in on Small Firms

(Continued from page 1)

economic situation and map a program to make business firms aware of the opportunities available to them through Aerojet purchases.

"We will place greater emphasis on the efforts we already are making. We have our own people pretty well indoctrinated on the program but it will be up to our office to step up this activity as well as to advise small business firms that we will give them the help we can to sell their goods to us."

Fox said it is surprising the number of firms that don't know how to do business with defense contractors.

"We intend to adhere in every respect to the policy established by the government to help the small business firms and distressed labor areas," the new Aerojet executive continued. "As long as there is an Aerojet, full support will be given to this policy."

Dan A. Kimball, president of the missile and space equipment firm, said Fox will head a task force that will travel across the nation making surveys to pinpoint the distressed areas.

"Every effort will then be made to advise the firms in these areas and give them the fullest opportunity to compete for our procurement contracts," Kimball told PURCHASING WEEK.

Aerojet's president said the company's procurement volume

this year is expected to exceed \$150 million. He said his firm's small business contract award record is one of the best for an industry in its class.

Aerojet already has checked 750 suppliers in the Sacramento area and is doing business with 350 of them. Fox's office will be the focal point to which small firms and those in areas of severe unemployment may now inquire concerning participation in the company's procurement program.

The coordinator also is charged with the responsibility of reviewing current purchasing policies and recommending any suitable changes to increase small business participation.

Fox's small business management program with the Navy earned him commendation in a report of the U. S. Senate Select Committee on Small Business. He also served as chief of the office of procurement policy for the Military Clothing & Textile Supply Agency in Philadelphia where small business purchase programs were under his direction.

The Aerojet solid rocket plant here where Fox will be headquartered numbers among its projects some of the nation's most important missile and space activities. These include rocket propulsion systems for the Navy Polaris fleet ballistics missile, the Air Force Minuteman ICBM, and the Army Hawk.

Russians Tamper With Rubber Tags

(Continued from page 1)
spurt. The situation is being further aggravated by:

- The booming U. S. economy.
- Growing needs of overseas producers.
- Indecision about U. S. stockpile program.

But without the added confusion of Communist purchases, it's doubtful whether prices would be rising as fast as they are.

An indication of how Soviet buying affects world demand can be seen from a few 1958-59 buying comparisons.

177% Above Year Ago

The Soviets in 1958 took 68,000 tons or about 5,600 tons a month (on the average) from Malaya. In the first seven months of 1959, Russian purchases of Malayan rubber averaged 15,500 tons a month.

Thus, on the average, Russian purchases have been running a whopping 177% above year-ago levels.

Based on July acquisitions, this trend should continue. Purchases during that month were right on the average (15,000 tons)—plus another 2,000 tons for other Soviet bloc countries.

A Larger Share for Reds

Looking at it another way, the Reds are taking a larger and larger share of the world supply. Based on 1959 to date, close to 20% of all Singapore shipments now have Soviet delivery tags on them.

This sharp jump in demand, far exceeding the increase in supply, has given a lift to the whole price structure.

Last week the price jumped close to 40¢ a lb. (smoked sheets, New York). That's nearly 40% above the 28½¢ price quoted a year ago.

The problem of U. S. stockpiles has further complicated the already complex rubber price and supply situation. Should Uncle Sam release part of his hoard, it could give some temporary relief to the price situation. If not, it could be a factor for firmness.



King-Size Rubber Bands Steady Pallet Loads

Akron—Giant versions of the familiar rubber band now are at work in industry. The king-sized bands (measuring up to 6 ft. in length) were developed by B. F. Goodrich Industrial Products Co. to hold lightweight cartons together in piles or on pallets.

A band applied around the top layer of cartons steadies the entire pile and is said to eliminate breakage caused by unsteady pallet loading. It is designed for use where heavy steel strapping may crush lightweight cartons.

The pallet bands can be reused and are easily positioned by one man. They are available in standard widths of ¼, ⅜, and ¾-in. in a variety of lengths. Typical cost of 100 pieces: ¼-in. band 36 to 40-in. long, \$15; ⅜-in. band 54 to 58-in. long, \$22.80.

International Harvester and Caterpillar Nudge Into Over-the-Road Truck Diesel Engine Market

(Continued from page 1)
gines. Cummins is also supplying Mack with diesel engines.

When asked about the rumored deal with Mack, Caterpillar officials denied it this way: "Don't put any stock in the Mack rumor. It isn't valid now." Just how Caterpillar intends getting its new engines onto the market without either making its own trucks or buying into a truck maker is not clear at this time.

Caterpillar's engines are described as completely new, lightweight, and fast running. They have a new fuel injection system and promise good fuel economy.

The latter is one reason for the increased interest in diesel engines for highway use. The diesel is traditionally economical in fuel use and maintenance. Fleet operators, plagued by high costs, are expected to make greater use of the diesel's advantages.

While Caterpillar engines will

be available "soon," I.H.C. should have its engines powering its own trucks in 1961. I.H.C. is reported working toward 4, 6, V-8, and even V-12 engines. A 130-hp. six is under test spotting truck trailers in unloading areas. Caterpillar has had its engines in development for about a year now with part of the testing taking place in pleasure boats in the Peoria area.

Elsewhere, Chrysler Corp.'s Marine & Industrial Division is broadening its gasoline engine line through a marketing agreement with a German diesel manufacturer. Germany's Klockner-Humboldt-Deutz and its U. S. subsidiary, Diesel Engine Corp. will cooperate with Chrysler in the marketing program.

Arthur S. Hudson, president of the division, said the agreement will supplement its line as well as provide a market for "one of the best diesel engines manufactured in the world."

Price Changes for Purchasing Agents

| Item & Company | Amount of Change | New Price | Reason |
|---|------------------|-----------|-----------------|
| INCREASES | | | |
| Glove Leaf Oil, lb. | .15 | \$1.55 | demand boost |
| Myrrh Oil, lb. | \$5.00 | \$31.00 | |
| Lemongrass Oil, lb. | .10 | \$1.10 | demand boost |
| Gasoline, 98 octane, Gulf Coast Refiners, gal. | .0013 | .125 | demand boost |
| Vetiver Acetate, lb. | \$2.00 | \$28.00 | demand boost |
| Piperazine Citrate, 36%, drums, over 1,000 lb., lb. | .11 | \$1.15 | |
| Gum Rosin, WW, N.Y., cwt. | .20 | \$10.60 | raw mat. boost |
| N, N.Y., cwt. | .40 | \$10.20 | raw mat. boost |
| K, M, N.Y., cwt. | .35 | \$10.10 | raw mat. boost |
| Linseed Oil, mpls., lb. | .003 | .128 | |
| Filament Yarns, American Bamberg, lb. | .03 | | |
| Asphalt Tile, "Tile-Tex," Flintcote Co. | 2½% | | |
| Strychnine, alkali, oz. | .23 | \$1.49 | |
| Potassium Stannate, lb. | .005 | .789 | |
| Sodium Stannate, lb. | .006 | .648 | |
| Tin Crystals, anhydrous, lb. | .006 | \$1.013 | |
| REDUCTIONS | | | |
| Fuel Oil, No. 2, Gulf Coast, cargos, gal. | .0038 | .0775 | |
| Gum Turpentine, South, gal. | .0075 | .5375 | |
| Kerosene, Gulf Coast, cargos, gal. | .0038 | .0813 | |
| Mercury, 76-lb. flask | \$1.50 | \$228.50 | demand lull |
| Cottonseed Oil, Valley, lb. | .0025 | .1175 | |
| Nylon Tire Yarn, Du Pont Chemistrad 840-dernier, lb. | .14 | \$1.06 | prod. economies |
| 1680-denier, lb. | .09 | \$1.03 | prod. economies |
| 720-denier, lb. | .14 | \$1.09 | prod. economies |

P.A.'s Want No Intervention, Laud Steel's Stand

(Continued from page 1)

though many faced the prospect of depleting steel inventories, unavailability of certain products, and production cutbacks should the strike run into September.

The majority of those who felt government intervention was needed to settle the labor-management dispute qualified their "vote" by saying it should be a last-resort proposition—only in the event of a national emergency or if it appears the economy may be seriously effected.

Only about 1% of the respondents insisted on immediate government help "to protect our own business."

"The time to rid ourselves of this inflationary trend is long overdue," commented the purchasing director for a large construction firm in Maine. "Government mediators cannot do the job. They have been too pro-labor in the past."

No Pressure Wanted

Many comments fell into this category—government pressuring the steel industry (rather than labor) to make concessions. One purchasing man pointed out that this was the case in 1952—the last time the government intervened in a steel strike.

At that time, President Truman seized the industry with the approval of the Wage Stabilization Board. He forced a two-year contract settlement totaling 16¢ per hour the first year—5¢ more in Southern plants—with a wage reopener in 1953, plus other concessions benefitting labor.

Most of the respondents who urged the industry to hold out "until labor comes to its senses" said the strike was not having any serious effects at the moment. The consensus was that inventories could hold another 30-45 days before serious production cutbacks occur.

Some Scare Buying

Many were already buying from steel warehouses at prices 20-35% higher than normal in order to protect inventories or to fill shortages in certain products. These shortages covered a wide range of products including special alloys, wide flange beams, manganese plate, cold rolled sheet, medium and high carbon sheets, structurals, pipe, bars, and stainless wire.

One fact that stood out, however, was that few of the purchasing agents surveyed are turning to imports to bolster their steel stocks. They said they were "shopping all over except in foreign markets."

Many respondents had strong feelings as to how the walkout should be settled. "The government should let the strike come to a head and let union and management settle it between themselves," said the purchasing agent for a Texas oil equipment firm.

"If we starve out a few people who want inflation to keep increasing," he added, "we'll be better off."

The survey showed that many small firms are hurting—and hoping for a quick settlement no matter what. "I think something should be done and fast," said the P.A. of a small Atlanta, Ga., fabricator. "The big users of steel may still be in good shape, but we smaller operators who don't have unlimited inventory

Mitchell: Something for Everyone

Here is the nub of Labor Secretary Mitchell's report on the steel strike (now in its sixth week). These statistics will make both sides in the dispute half-happy. The figures probably will provide new ammunition for use at the bargaining table and in the raucous fight for public sympathy.

Something for Management . . .

- Steel industry profits have averaged slightly lower than those for all manufacturing in the postwar period (when figured as a percentage of stockholders' equity). Steel profits fluctuated from a high of 14% in 1948 to a low of about 7% last year. The all-manufacturing average moved within a range of 8-16%.

- Employment costs per unit of steel output have gone up faster than steel prices. Costs have rocketed 300% since 1940. But basic steel prices have gone up just 188%.

- Wages in the steel industry have gone up faster than wages in most other industries from 1950 to 1959. The average hourly steel wage in May 1958, was \$3.10 per hour compared with \$2.25 per hour for manufacturing workers as a whole.

And Something for Labor . . .

- Steel prices have gone up high and fast in the postwar period: higher and faster than wholesale prices in general and much higher and faster than retail prices. (Basic steel at wholesale has climbed 90%; machinery and equipment at wholesale have gone up less than 60%. Retail prices of washing machines have gone down; refrigerator prices have slacked off by 35%.)

- Average price increase of steel products since 1940 has exceeded the rise in employment cost per ton of steel produced. Whereas steel prices have risen 280%, cost per unit of output by production workers has risen 230%.

- Steel profits (after taxes) have been higher than for industry in general during the postwar period (when figured as a percentage of sales dollars). The difference has been widening since 1955. Steel profits, treated this way, have ranged from 5-8%; all manufacturing profits have ranged from 4 to 7½%.

space are beginning to hurt."

The second step toward government intervention is already in progress under Secretary Mitchell's direction. This is the collection of data on the impact of the steel strike.

Mitchell's Labor Department plans to institute a weekly survey of employment in selected steel producing and consuming areas starting late this month to determine the effect of the strike on other industries.

And the Commerce Department,

already collecting weekly statistics on steel inventories in warehouses, calls in officials of warehouse associations next week to get a more accurate check on steel stockpiles needed for defense purposes.

Government employment experts feel that sizable layoffs will start early next month as steel stockpiles start to become exhausted. Industries that will feel the pinch first, they believe, are construction, metalworking, and mining.

Perturbed Labor Leaders Plan Now To Restore Fading Fortunes Later

Unity House, Pa.—Troubled labor leaders have drawn up ambitious new union goals to halt their fading fortunes in politics and at the bargaining table.

The A.F.L.-C.I.O.'s 29-man executive council laid out the new strategy at conferences at this Pocono Mountain resort. It will be tested first in mass union demonstration of bargaining strength—and it will be extended into all areas where the federation's 140 unions are running into trouble.

A. F. L. - C. I. O. President George Meany conceded problems on a number of fronts; the most immediate, its headaches over labor reform in Congress and with management negotiators. But, it extends to long-range losses of union jobs.

Here are the plans:

- Back the striking United Steelworkers with million-dollar a month collections from the federation's 14 million members, not only to hold the ranks of the

strikers but to demonstrate labor's solidarity against tough management negotiators.

- Hit political activities harder than ever in 1960 to elect a friendly Congress and White House—with immediate goal repeal of any reform legislation the current Congress comes up with.

- Promote further union alliances within the A.F.L.-C.I.O. not only to cut into current jurisdictional fights between its rival unions—but to face management with joint union bargaining teams.

In a sense, it was the A.F.L.-C.I.O.'s troubles that pushed the union leaders further into these joint ventures on a demand by Meany that they ease up on their own fights to go after Congress and employers. Specifically, it helped to ease a critical issue within the federation over conflicting union jurisdiction.

Administration Wins Major Skirmish In Battle to Put Squeeze on Inflation

Washington—The Administration believes it has won a major skirmish in its battle against inflation.

Key officials are saying that the stable consumer price level of the last year is likely to continue for six months and perhaps a year. They hail this as proof that their fight to hold down federal spending and the Federal Reserve's policy of credit restriction are paying off.

A hint of the new attitude is contained in the second report of the Cabinet Committee on Price Stability & Economic Growth, released this week.

It amounts to a new strategy for the Eisenhower Administration. Up to now, it laid great stress on the imminent danger of a fresh inflationary outbreak. It refused to take any comfort—officially at least—in the consumer price index which has risen only a little more than ½% in 12 months, warning that a new series of price rises could begin at any time.

Now it is going to take a more confident tone, acknowledging that there has been no inflation recently and even predicting a continuance of price stability as

measured by the consumer price index.

A report by the same committee issued eight weeks ago warned that the economy was at a "critical juncture" and that immediate action was needed to forestall inflation. The new report does not mention inflation as an immediate threat at all. It discusses argu-

Cost of Living Up

spearheaded by seasonal rises in food tabs, Uncle Sam's official "cost-of-living" index continues to rise. Just-released figures for July show the index at a record 124.9 level (1947-49 equals 100). That's a sharp 0.4 index point jump over June levels. But seasonal declines in these same food items should stabilize the index through early fall.

ments for price stability in broad economic terms and gives equal weight to economic growth and employment opportunities as goals of national policy.

The report is the first of what will be a series dealing with what the committee calls "building block questions." Others in the series will look deeper into the three policy goals of price stability, growth, and maximum employment; one report will deal with how much prices have risen, another with the relation among productivity, wages, and prices. After the building block questions have been covered, the committee will begin wrestling with specific policy recommendations.

A member of the committee told reporters that the group, which is headed by Vice President Richard M. Nixon and includes six Cabinet members, shares a cautious and reserved optimism about the near-term price outlook. This does not mean the committee feels the inflationary danger is over.

"The real threat is the same today that it was two months ago," one committee member says. "There are warning signals, even now. But the danger will develop in the future, maybe a year ahead, if we make wrong decisions today."

One development could end quickly this confidence in the near-term outlook. If a steel strike settlement is followed by a round of increases in steel prices, officials would start worrying again about an immediate rise in the consumer price index.

The Administration's more confident attitude does not mean there will be any relaxation of its anti-inflation policies. President Eisenhower, for example, will not ease up in his fight to hold down federal spending. And the Administration will continue to stand firmly behind the Federal Reserve's credit-tightening policies.

"These policies are working so why should we change them and risk a new price rise?" as one of Eisenhower's key advisors put it. This official admits that with the fear of immediate inflation dying out, it may be harder to keep the lid on officials who have new programs in mind. But he predicted Eisenhower would maintain a firm hold.

Air Force, Convair Called on Carpet

Washington—The Air Force and the General Dynamics Corp.'s Convair Division were put on the griddle last week before the House Armed Services Investigations Subcommittee.

The General Accounting office charged that Convair padded estimated costs of materials, purchased parts, and subcontracted items by a total of \$3.4 million on a contract to produce F-102 fighter-interceptor aircraft. The contract was an incentive-price type under which Convair's profit amounts to a flat 8% plus an additional 20% of any saving between actual costs and the target price.

The Air Force was severely criticized for failing to properly audit Convair's cost estimates. In addition, G.A.O. told the House subcommittee that Convair has refused its auditors access to company records on the B-58 bomber and Atlas ICBM.

Strikes Stymieing Copper And Lead; Mills Are Idle

(Continued from page 1)

dications point to a continued rise.

Mine-Mills locals at Anaconda's subsidiary, American Brass Co. in Ansonia, Conn., and at American Metal Climax, Ltd., refinery in Carteret, N. J., agreed not to strike despite the Aug. 20 deadline passing. Negotiations on offers made by the companies were continuing at both plants.

No major copper producer has made a specific offer to increase wages or improve benefits in reply to the union's demand for wage increases of 17¢ an hr. and better benefits. The increased labor costs represented by the union demands are estimated at more than 30¢ an hr.

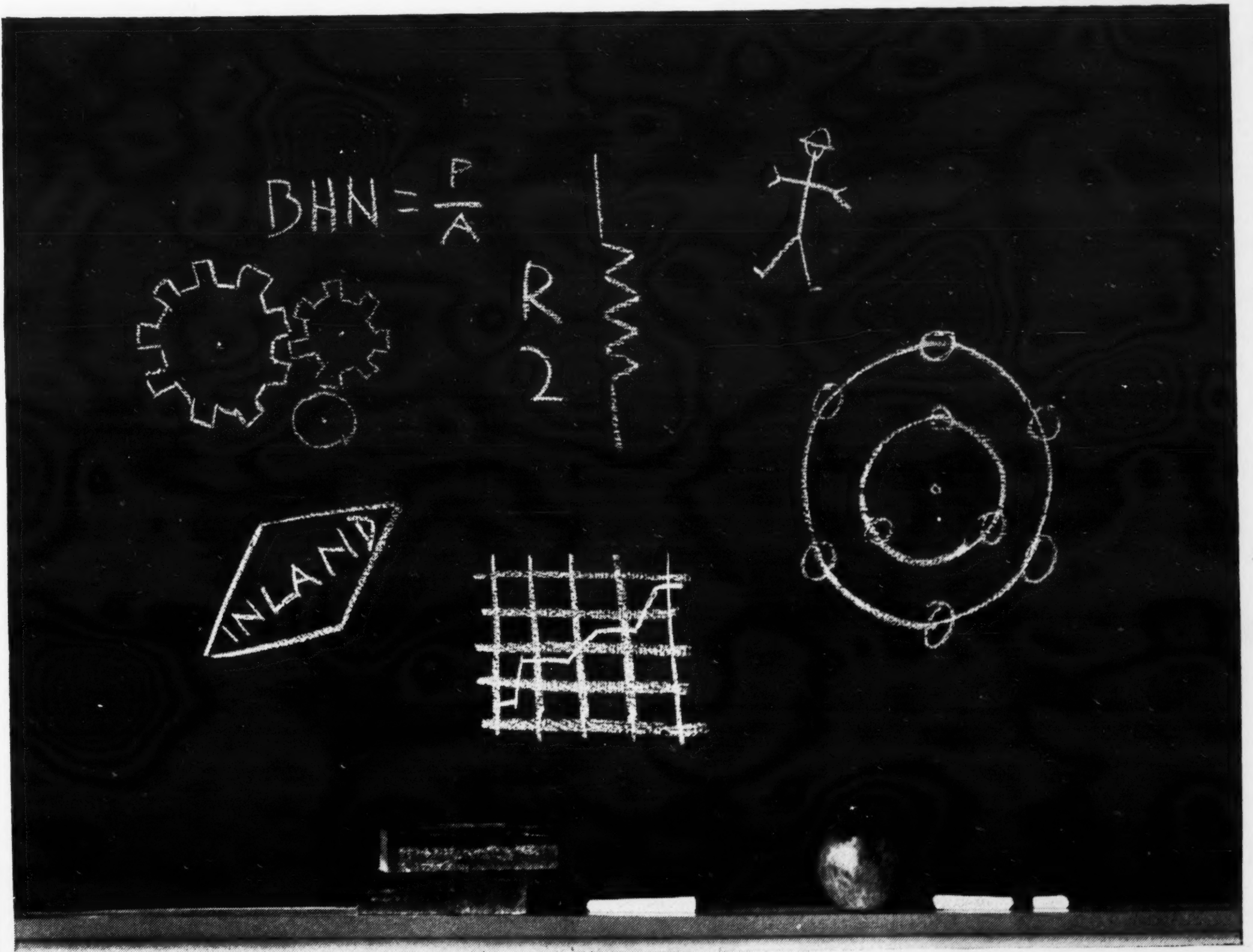
14,089 Inland employees went to school last year

Many went because they were enthusiastic about their jobs—inspired by the advancement opportunities at Inland. Others went because Inland, ever on the watch for men capable of developing their abilities, sought them out—found them—encouraged them to take the next step.

At Inland, this thoughtfully planned system of seeking for such men within the company, has now been in continuous operation for more than fifteen years. Because of it, more than 70% of Inland's supervisory staff have come up from the ranks—30% more from Inland's College Recruitment Program. Because the system encourages personal growth, the process never stops. It may begin with on-the-job training programs in which 3,842 employees participated last year. It can continue through Inland's programs in conjunction with leading educational institutions, such as Harvard, Purdue, University of Chicago and Wabash College.

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